DOCUMENT RESUME

ED 042 966 AC 008 548

TITLE	Employee Training in the Federal Service, Fiscal Year 1969.
INSTITUTION	Civil Service Commission, Washington, D.C. Bureau of Training.
PUB DATE	Feb 70
NOTE	134p.
AVAILABLE FROM	Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (1970 0-376-550, $1.25)
EDRS PRICE	EDRS Price MF-$0.75 HC Not Available from EDRS.
DESCRIPTORS	*Annual Reports, *Federal Government, Females, *Government Employees, *Inservice Education, Interagency Cooperation, Males, Management Development, Occupations, Professional Continuing Education, Program Costs, Program Evaluation, Salaries, Statistical Data, Technical Education, Trainers, Units of Study (Subject Fields)

ABSTRACT

This fiscal year 1969 report presents new developments affecting training in the Federal service, followed by training data and analyses, and a statistical review. Part 1 reviews new policy, training for supervisors and executives, service to the undereducated and other special employee groups, and two court decisions. Part 2 indicates variance in participation by pay system, man hours, agency, fiscal year, pay grade (GS level), type or level of training, and source (internal, interagency, nongovernmental); full time and part time training personnel; salary expenditures for training staff; interagency and nongovernment expenditures; special interest areas (interagency, agency training centers, off campus facilities, studies and reports, long term nongovernment programs); and contributions of training as related to current performance, future program and staffing needs, new missions and programs, avoidance of technological obsolescence, and the provision of unavailable skills. Part 3 gives agency abbreviations, a training participation summary, and a general statistical breakdown by agencies. Fifty-two tables and figures are included. (LY)

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PAMPHLET T-7
February 1970

EMPLOYEE TRAINING IN THE FEDERAL SERVICE

FISCAL YEAR 1969

U.S. CIVIL SERVICE COMMISSION
BUREAU OF TRAINING

AC008548

ED0 42966

T-7
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Washington, D.C. 20402 - Price $1.25

CONTENTS

Page

LIST OF TABLES AND FIGURES iii

LIST OF TABLES -- PART III vi

INTRODUCTION vii

I. CURRENT DEVELOPMENTS 1

The Effects of New Policy on the Training Community 3

Training for Supervisors and Executives 5

Serving the Needs of Special Segments of the Federal Community 8

Court Cases Affecting Training in the Federal Service 14

II. TRAINING ACTIVITY REVIEW 16

SUMMARY OF MAJOR FINDINGS 18

TRAINING DATA AND ANALYSES 20

PARTICIPATION 21

Pay System 21

Man-Hours 24

Agency and Fiscal Years 27

Sex of Participants 27

GS Grade Groups 30

Types of Training 34

Sources of Training 38

Page

TRAINING PERSONNEL 44

Full-Time 44

Part-Time 49

Training Staff Salary Expenditures 50

EXPENDITURES 52

Interagency 53

Non-Government 54

SPECIAL INTEREST AREAS 56

Interagency 56

Agency Training Centers 66

Off-Campus Study Centers 68

Studies and Reports 70

Long-Term Non-Government Training 71

CONTRIBUTIONS OF TRAINING 80

III. STATISTICAL REVIEW OF TRAINING 90

INTRODUCTION 92

AGENCY ABBREVIATIONS 93

TRAINING STATISTICAL BREAKDOWN BY AGENCY 94

LIST OF TABLES AND FIGURES

Table	Title	Page
1	Participation by Pay System and Fiscal Year	23
2	Participation and Participant Man-Hours by Pay System, FY 69	26
3	Participation by Agency and Fiscal Year	28
4	Participation by Sex and Fiscal Year	27
5	GS Participation Compared to GS Grade Group Population by Sex, FY 69	30
6	Participation by Type and Fiscal Year	35
7	Participation by Type and Source of Training	36
8	Participation by Type, Sex, and Fiscal Year	37
9	Participation by Source and Fiscal Year	39
10	Average Participant Man-Hours by Source	39
11	Participation by Source and Pay System	41
12	Internal Participation and Participant Man-Hours by Pay System	42
13	Interagency Participation and Participant Man-Hour by Pay System	42
14	Non-Government Participation and Participant Man-Hours by Pay System	43
15	Ratio of Training Personnel to Agency Employment	45
16	Salaries of Full-Time Training Personnel by Agency	46
17	Relationship of Full-Time Training Personnel to Agency Employment	47
18	Expenditures for Interagency and Non-Government Training by Type	53

Table	Title	Page
19	Participation by Type of Training and Fiscal Year	57
20	Distribution of Interagency Training by Type	58
21	Participation in CSC and Other Agency Courses by Fiscal Year	58
22	Total Participation in Interagency Training	60
23	Long-Term Non-Government Training by Type	72
24	Long-Term Training by Pay System and Sex of Participants	73
25	Long-Term Training by Man-Hours and Sex of Participants	74
26	Occupational Groupings of Participants and Percentage of Females	75
27	Expenditures for Long-Term Non-Government Training	77

Figure	Title	Page
1	Training Participation Compared to Federal Population FY 67-69	22
2	Number of Participants Compared to Federal Population by Pay System FY 69	24
3	Participant Man-Hours Compared to Total Federal Man-Hours by Pay System FY 69	25
4	Male and Female Training Participation Expressed as Percentages of Total Federal Population FY 67-69	29
5	Comparison of GS Male and Female Populations Trained Within Grade Groups FY 69	31
6	Comparison of GS Total Participation and Participant Man-Hours with Total GS Population by Grade Group FY 69	32
7	Comparison of GS Male Participation and Participant Man-Hours With Total GS Male Population by Grade Group FY 69	33
8	Comparison of GS Female Participation and Participant Man-Hours With Total GS Female Population by Grade Group FY 69	33
9	Training Participation by Source FY 67-69	40
10	Distribution of Full-Time Training Personnel FY 69	48
11	Expenditures for Interagency and Non-Government Training FY 68-69	52
12	Participation in Long-Term Non-Government Training FY 61-69	71

LIST OF TABLES -- PART III

TRAINING STATISTICAL BREAKDOWN BY AGENCY   Page

PARTICIPATION

Training Participation Summary 95

Participation by Agency and Source 96

Participation by Agency and Type 99

Participation by Agency and Pay System 102

General Schedule Participation by Agency 105

Other Pay Systems Participation by Agency 108

MAN-HOURS

Participant Man-Hours by Agency and Source 110

Average Participant Man-Hours by Agency and Source 113

Participant Man-Hours by Agency and Pay System 116

General Schedule Participant Man-Hours by Agency 119

Other Pay System Participant Man-Hours by Agency 122

EXPENDITURES

Training Expenditures Compared to Agency Population and Participation 124

External Training Expenditures Compared to Agency Population and Participation 126

INTRODUCTION

No gadget can create. Only people can create; and only well educated and well trained people can sustain the rapid rate of creative progress this country has achieved. Technological progress in America continues at an ever increasing pace, as the dividend of a great national investment in the education and training of people.

The President and the Congress are vitally concerned with the training investment made by the Federal community. The Bureau of Training of the Civil Service Commission has collected detailed data of agencies' training activities in Fiscal Year 1969. This data has been compiled and analysed and the results compared with training data collected for FY 67 and FY 68. These results are being transmitted to the House and Senate Post Office and Civil Service Committees as a supplement to the Civil Service Commission's annual report. The three major parts included in this supplemental report are:

Part I, Current Developments, describes the laws, policies, and guidelines enacted or issued during Fiscal Year 1969 which have had or will have an impact on Federal training. This review is provided to inform Federal managers about special emphasis programs and to show the relationships between training and other manpower management programs. Although these programs are not specifically identified in this report, the participation in them are part of the statistics shown in Part II.

Part II, Training Activity Review, contains a summary of the training activities that occurred throughout the Federal Service during Fiscal Year 1969. It consists of specific examples of how agencies have benefitted through training. It also describes in summary form how much training took place, where this training was given (internal, interagency, and non-Government), what training was given, how many men and women received this training and how many people were engaged in training activities. It should be noted that agencies reported instances of training and not individual participants. In reality, therefore, the number of different individuals actually participating in training will be less than the number of reported instances of training.

Part III, Statistical Review of Training, reflects the various aspects of the complete statistical data reported by each agency. It records how much the agencies spent for interagency and non-Government training as well as the breakdown of how the agencies spent their allocations for internal training. Part III also displays who in the Federal workforce received training. It compares these participants to the total Federal workforce according to various combinations of such categories as grade, pay system, sex, man-hours, and types of training received.

PART I

CURRENT DEVELOPMENTS IN TRAINING

The Effects of New Policy on the Training Community

Current Developments in Training

Many new developments occurred in training during Fiscal Year 1969 as the result of new policy. In this section, we discuss the more significant of these developments, such as the implications of the ICA and IPA, training for supervisors and executives, EEO programs and training for the disadvantaged, career development for the youth, and court cases affecting the training community.

Intergovernmental Cooperation Act

The Intergovernmental Cooperation Act of 1968 and the currently pending Intergovernmental Personnel Act indicate a far-reaching impact on agency training plans. Riots, inadequate housing, air and water pollution, unemployment and underemployment challenges the foundations of the Federal system and the ability of its administrative machinery (of State, local, and national governments) to solve these and other equally serious problems.

The Intergovernmental Cooperation Act, signed into law on October 16, 1968, is designed, among other objectives, to achieve maximum cooperation and coordination of activities among levels of government in meeting this challenge.

New Aid to States

Agencies have officially been authorized to provide training (and other services) to State and local governments on a reimbursable basis. The implementing regulations authorize Federal agencies to provide training of the type which they are authorized by law to conduct for Federal personnel and others or which is similar to such training. This training should generally supplement, not supplant, existing services.

Intergovernmental Personnel Act

This cooperative spirit is also reflected in the Intergovernmental Personnel Act introduced into the Congress during FY 69. As proposed it would include authorization for assistance in training State and local employees and providing grants to State and local governments for training their employees.

Grants

If approved, the Federal Government will be authorized to grant States (and under some conditions local governments) up to 75% of the cost of developing and carrying out training and education programs for State and local employees. Nonprofit organizations may also be authorized up to 75% for the same purposes.

In addition, the Civil Service Commission would be authorized to make grants to State and local governments to support programs for providing Government Service Fellowships for State and local government personnel.

These grants may cover the necessary costs of books, travel, and transportation (reimbursement to the State and local government is not to exceed one-fourth of the salary of each fellow) and any additional payments to educational institutions.

Training for Supervisors and Executives

Revised Merit Promotion Policy

Important changes in the Merit Promotion Policy had far reaching effects for the training of present and future supervisors. This revised policy recognizes that while some agencies had systematically provided training for their supervisors, supervisory training as a whole was inadequate for the needs of the Federal service. Therefore, agencies are now required to provide suitable training for all new first-level supervisors in the competitive service, either before or as soon as possible after they assume their new duties. Appendix A to FPM Chapter 410, Supervisory Training, outlines the requirements for what constitutes "suitable" training. These requirements apply to all first-level supervisors in the competitive service appointed after June 30, 1969. The new regulations set specific requirements for the length of training and the program content. It also recommends advanced supervisory training, training resources, methodology, materials and self-development for supervisors.

Appendix A

Upper echelon Federal civil service employees also received special attention from the training community. On October 13, 1968, the Federal Executive Institute opened in Charlottesville, Virginia. From the end of World War II until the actual opening of the Institute, the utility of such a center was discussed and studied. It was finally decided that rather than solely creating a top-level training center without bridging steps, residential seminar centers designed for careerists of promise in grades GS-14 and 15 (or equivalent) should be established. By September 1966, two Executive Seminar Centers were established, one at Kings Point, New York, and the other in Berkeley, California. Concentrated attention was then focused on the establishment of an advanced study center.

New Executive
Training Center

The decision was made that the educational effort should be accomplished within Government, that it should be residential in character, and that it should not be so lengthy as to materially disrupt the work and family situation of participants, but that it should be long enough to insure positive benefits from an educational standpoint. Fortunately, at this time, a Presidential Task Force on career advancement was convened to study training and educational needs of Federal employees and among its recommendations to the President was the establishment of an advanced study center. Thirteen months later, the President approved a plan for the center. Within the next five months the plans were enacted and the Federal Executive Institute was opened.

The Institute is designed for employees in positions at grades GS-16 and above, or the equivalent in other Federal pay systems. For these participants, the "Residential Program in Executive Education" is the core curriculum. This eight-week program is held five times each fiscal year for 60 people in each scheduled session.

The detailed content and teaching methods of each session have been altered with experience. But, the overall goals and major curriculum emphases have remained unchanged. In all five sessions to date a balance has been sought and attempts have been made to interweave the major elements of the program which relate to environment of governmental programs, governmental systems and governmental management. Executives make a number of choices during the session. The philosophy of multiple curriculum opportunities and educational methods is that different educational needs exist for the participants. The executives themselves, being experts in their own right, are not overlooked as sources in their respective areas.

The faculty itself is drawn from both in and out of Government and is interdisciplinary in character. The staff has had a variety of work experiences and includes both long and short-term appointments. The permanent staff is supplemented with assistance from faculty at the University of Virginia and other universities; by officials from Federal, State, and local governments; and by people associated with both profit and non-profit outside organizations and universities.

After one full year, the Institute has 258 graduates of its eight-week sessions and has reached an additional 250 executives in shorter seminars. The center has well begun its ambitious role as a top-level training center for upper echelon Federal career employees.

Serving the Needs of Special Segments of the Federal Community

Also during the year, Federal managers were encouraged to identify and serve the needs of special segments of the Federal community. One of the areas of continuing serious concern was that of meeting the challenge of Equal Employment Opportunity. The principles of equal opportunity cannot work if thousands of Americans are economically and educationally at a disadvantage. Not only do these disadvantages hamper many in obtaining employment, but

The EEO Challenge

they relegate those who are employed to low-skilled, low-paying positions with little opportunity for advancement. The President, realizing the need for re-emphasizing the genuine concern of the Chief Executive in eliminating even the appearance of discrimination in the executive branch, issued a new Executive order, Equal Employment Opportunity in the Federal Government, E.O. 11378, stating that positive steps must be undertaken to ensure that every American has a truly equal opportunity. Included in this Order, issued in August 1969, is a rededication on behalf of the Federal Government to its commitment to break the concentration at the lower grade levels of minority employees who may be victims of inadequate education and past discrimination. It is also a recommitment to make full use of all Federal and community training facilities to upgrade these employees' skills.

Presidential Directive

Preliminary work on the Executive Order indicated that the Civil Service Commission would be empowered to provide the leadership and guidance as well as to issue the regulations, orders, and instructions it deemed necessary to assure compliance with the Presidential intent.

What Training to Provide

Federal managers were asked to provide expanded work experience and training opportunities for these disadvantaged employees to achieve measurable results in terms of increased productivity and more effective utilization of manpower. Guidelines, developed from careful review of existing agency programs (as well as analysis of current literature on training disadvantaged persons), were issued in FPM letter 410-7 to aid managers in planning, implementing, and evaluating special programs. The guidelines were designed to help agencies plan programs to identify, test, counsel, train, and educate appropriate employees and to increase the ability of supervisors to work with minority groups and disadvantaged persons. In addition, a later report (FPM Bulletin 410-30) on the experiences of agencies in training disadvantaged and underutilized workers was issued which included detailed reports of innovations, testing methods, and training materials which agencies had used in this effort.

Exchange of Information

As Fiscal Year 1969 ended, the Commission had also begun to develop guidelines for simplifying the tasks of agencies in setting up Adult Basic Education Programs with State or local school systems which would use Federal facilities. Among other instructions, the guidelines contain suggestions that agencies provide assistance to employees in the process of enrolling and attending courses and search for ways to increase the availability of funds for tuition subsidy to lower grade employees under agencies' statutory training authorities.

Adult Basic Education Programs

In a different approach to meeting the challenge of EEO, a new manpower development and training program was begun during FY 69, Project 250. This program consists of 13 weeks of pre-employment, instructional, and on-the-job training with allowances paid to enrollees. The project is based upon a concern for seeking constructive solutions to growing unemployment among youth and a deep commitment toward developing a comprehensive manpower program to expand job opportunities in Washington, D.C. Project 250 is unique since the funding agency, the Department of Labor, directly transferred funds to the Civil Service Commission which now acts as a manpower development and training agency for participating agencies. This arrangement goes beyond the normal enrollment pre-employment training programs in which Federal agencies host students in work experience situations. In Project 250, potential trainees are selected as career conditional employees for existing entry-level jobs subject to satisfactory completion of up to 13 weeks of pre-employment training (at Washington Technical Institute and in the agency) with allowances. From April 28 until the end of the Fiscal Year, Project 250 trained 28 young people and placed 17. The staff expects to realize their goal of selecting 250 young people during the coming Fiscal Year. Project 250 is also designed to be a model training and counseling program for the disadvantaged.

Project 250

can make important contributions to the future work and educational experiences of these people. Overall guides for the utilization of summer employees (FPM Bulletin 300-23) were issued, supplemented by a specific outline of the essential elements of a summer counseling and training program and a report of significant agency activities during the 1969 program.

For some young people, these jobs are simply for summer between school terms while for others, many of whom were in the 1969 Federal Summer Employment Program for Youth, these positions are a prelude to full-time permanent employment. For both groups, thorough advanced planning and administrative preparation is necessary to insure an effective program. The guide offered specific suggestions for orientation, counseling, and training of both youth and supervisors.

In all programs for youth, agencies were encouraged to share training resources, especially in the field programs. To facilitate sharing of ideas among agencies, a report on outstanding or unique 1968 agency efforts (FPM Bulletin 410-37) was released in early spring so that it could be used in 1969 planning. (This year, this information will be included in a more comprehensive pamphlet on Summer Employment and will be released in March.)

Exchange of Information

Other needs of disadvantaged were identified. One area in which the disadvantaged (as well as other low income employees) need special attention is in managing their personal finances. The Bureau of Federal Credit Unions developed and conducted a Training Program for Financial Counselors designed to train individuals to counsel employees who experience financial difficulty. The program is a special modified-for-Government version of their original four-week consumer education program "Project Moneywise". The week-long Government course for supervisory personnel includes sessions on consumer patterns, counseling, budgeting, and credit. This training is provided on a reimbursable interagency basis at the request of the agency. During FY 70, the Bureau will offer the course three times in Washington, D.C. and its staff is prepared to offer the course in field installations at agency request.

Training Financial Counselors

The disadvantaged were but one group of Federal employees with special needs. In Fiscal Year 1969, agencies were again encouraged to give special attention to training and counseling the young people who were employed under the 1969 Federal Summer Employment Program for Youth. Past experience has demonstrated that special training and counseling activities as well as meaningful work assignments

Training for Young People

Court Cases Affecting Training in the Federal Service

Two court cases with important implications for training were decided during Fiscal Year 1969. In Donovan v. United States of America et. al., the U.S. District Court for the District of Columbia reversed the action of a Federal agency in separating an employee during his probationary period when the plaintiff charged that the agency denied his rights by failing to follow its regulations providing for the supervision and training of employees. Appeal by the Government of the court's decision is now under consideration.

District Court Reverses Agency

In Bingler v. Johnson et.al. (394 U.S. 741 1969) the Supreme Court held that the salary received by Westinghouse employees while they attended school was taxable as income and was barred by a valid Treasury Department regulation from being considered as a tax exempt scholarship. Although the employer also paid their tuition and incidental expenses, such sums would be offset by educational expense deductions. This is not in conflict with the Commission's policy which is to treat the salary paid to employees in training as taxable income, but to treat the payment of tuition, fees, and certain other incidental expenses as non-income to the employee.

Court Reiterates Commission Policy on Tax Deduction for Education

Summary

The training developments which occurred during Fiscal Year 1969 reflect the Government's adaptibility to the problems of the day as well as sound planning for the future. The statistical and narrative data which follows further illustrate the impact of these developments on the training community.

PART II

TRAINING ACTIVITY REVIEW

SUMMARY OF MAJOR FINDINGS

During Fiscal Year 1969, sixty-two agencies reported over a million instances of formal classroom training of at least eight hours. The participation was identified by sex, pay system, type and source of training and man-hours of training. Also reported were personnel engaged in training and certain expenditures for training. This summary is followed by a detailed description and analysis of agency training activities under three main headings: Participation, Personnel Training, and Expenditures. The most significant highlights of these three categories are:

Participation

- Fiscal Year 1969 training instances numbered 1,076,169 out of a Federal civilian population of 2,802,273. This is an increase of 4% from FY 68.
- Although around one-third of the Federal civilian population participated in training, the time they spent in training accounted for only 1% of the total Federal man-hours available.
- Approximately 40 percent of the male and 30 percent of the female Federal population participated in training during FY 69.
- Sixty-one (61) percent of those trained were General Schedule employees, 15% were Wage Systems employees, 13% Postal Field Service and 11% were from other pay systems.
- In FY 69 lower grade employees (GS 1-8) received less training than their proportion of the Federal population and higher grades (GS 9-18) received more.

Personnel Engaged in Training Activities

- The number of full-time training personnel increased by 12% from FY 68 to FY 69, while training participation increased 4%. Ninety percent of this personnel increase was the result of unique and special circumstances reported by three Defense agencies.

Expenditures for Training

- The cost of training (Interagency and Non-Government) increased by five million dollars or 14% from FY 68.

Some other highlights that will be covered in more detail under "Special Interest Areas" are:

- Participation in interagency training (including training of less than eight hours) reached a total of 138,134 or a 33% increase over FY 68 and 74% over FY 67.
- During FY 69, 21 agencies operated 112 training centers (compared with 108 in FY 68), providing training for more than 156,000 Federal and non-Federal employees at a cost of about $28 million.
- Over 26,000 employees attended 116 Off-Campus Study Centers sponsored by 14 agencies in cooperation with 108 schools and universities.

TRAINING DATA AND ANALYSES

This section of the report contains summaries and analyses of statistical data on FY 69 training activities reported by Federal agencies. It also includes comparisons of FY 67-69 data. Complete agency by agency tables are contained in Part III.

The statistical presentations and analyses in the FY 69 report have been expanded in response to agency comments and suggestions concerning the FY 68 report. Where possible, the data has been arranged to show rates of change, proportionate comparisons, averages and the like. The use of this analytic approach enables the reader to draw some useful meaning from the data. For example, one cannot determine whether training participation is increasing, decreasing or remaining stable from year to year unless the number of participants is known as a percentage of the Federal population for that year. The Federal and agency populations used in this report consist of full-time employees (including foreign nationals) on the rolls of each agency listed as of 31 October for each fiscal year presented. As in previous annual training reports, when an employee participated in more than one training program during the year each instance of training was counted separately; thus the number of individual employees involved is somewhat less than the total number of participants.

Participant man-hours spent in training courses are included in this year's report for the first time. Previous reports did not accurately account for time involvement in training activities. The only time dimension of training was long-term or short-term training. The only factor known was that a training instance was eight hours or more. For example, an instance could represent a two day conference or a 40 hour course. Man-hours represent a better measure of training activity than numbers of instances or participants because man-hours provide the needed proportional time dimension.

PARTICIPATION

Although there has been a gradual growth in training participation over the past three fiscal years, the increase occurred only in the Postal Field Service and was large enough to off-set declines in the two largest pay systems. It should be noted that the increase in Federal population of 9% from FY 67 to FY 69 was greater than the 8% increase in training participation during this period. However, from FY 68 to FY 69, the Federal employment growth rate declined sharply to less than 1% while the training rate was up 4%. Figure 1 provides a graphic comparison of training participation and Federal population for the period FY 67-69.

Pay System

Although overall training participation increased from FY 67 to FY 69, these increases occurred only in the Postal Field Service and "Other" Pay Systems. 1/ Participation actually declined in the two largest pay systems, General Schedule and Wage Systems. Table 1 shows participation distribution and rates of change by pay system. During

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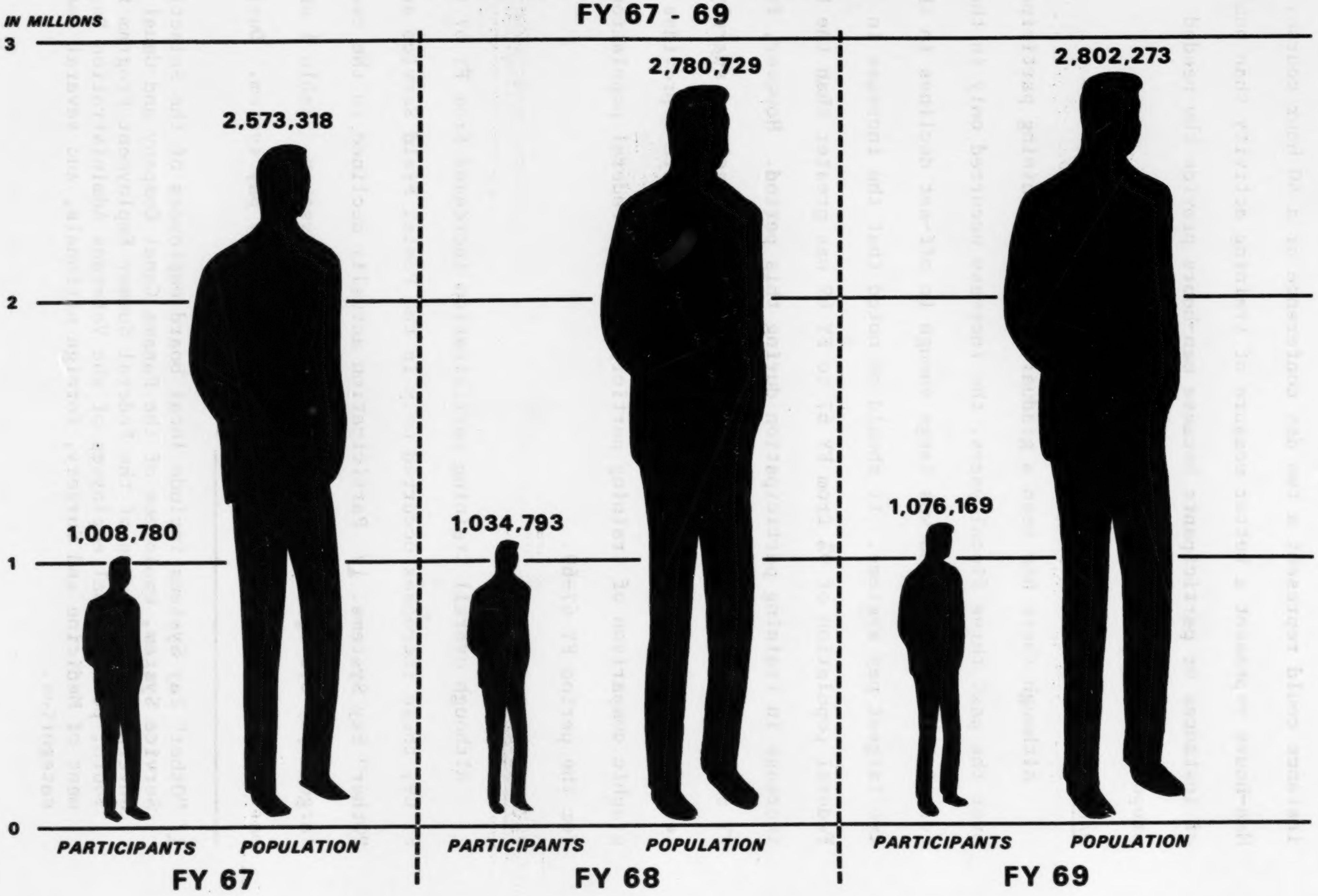
1/ "Other" Pay Systems include local board employees of the Selective Service System, employees of the Panama Canal Company and Canal Zone Government, employees of the Federal Summer Employment Program for Youth, professional employees of the Veterans Administration Department of Medicine and Surgery, foreign nationals, and several smaller categories.

FIGURE 1

TRAINING PARTICIPATION COMPARED TO FEDERAL POPULATION

FY 67 - 69



this period, the Federal population increased in all pay systems; General Schedule rose 10%, both Wage Systems and Postal Field Service rose 12%, "Other" rose 22%.

It appears that the Federal manpower budget restrictions that have been imposed during the past two fiscal years may have adversely affected General Schedule and Wage Systems training. (It should be noted that the Post Office Department was exempted from these restrictions.) The major cause of the large Postal Field Service participation increase was the initiation of new training programs during FY 69 by the Post Office Department which resulted in a participation increase of 52,440 from FY 68 to FY 69. (Table 1)

Table 1

PARTICIPATION BY PAY SYSTEM AND FISCAL YEAR

Pay System	FY 67	FY 68	FY 69	% Change FY 68-69	% Change FY 67-69
TOTAL	1,008,780	1,034,793	1,076,169	+ 4.0	+ 6.7
General Schedule	669,390	662,328	656,393	- 0.9	- 1.9
Wage Systems	200,016	171,820	160,726	- 6.5	-19.6
Postal Field Serv.	74,500	91,750	143,190	+56.1	+92.2
All Other	64,874	108,895	115,860	+ 6.4	+78.6

Despite the decline in General Schedule training participation from FY 67 to FY 69, its share of training remains significantly greater than the GS proportion of the Federal population. GS participation in training during FY 67 was 66%, in FY 68, 64% in FY 69, 61%. The GS portion of the Federal population was 45% for all three fiscal years.

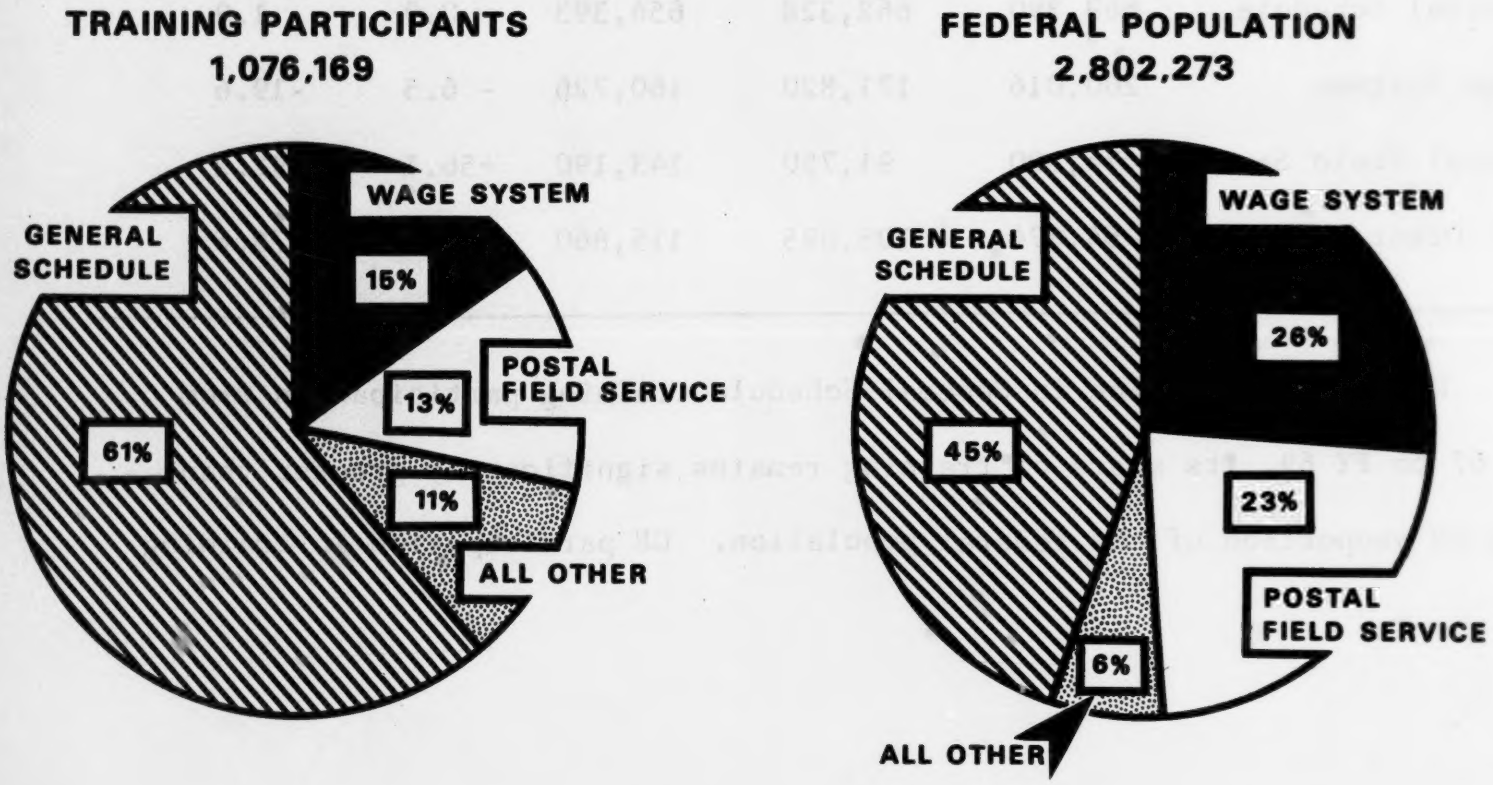
Figure 2 provides a comparison of the distribution of training participation with the distribution of Federal employment by pay system for FY 69. These two "pie charts" show that the GS pay system comprises less than one-half of the Federal population but that GS employees received almost two-thirds of all training.

Participant Man-Hours

Federal training activities during FY 69 can be viewed in a time perspective because participant man-hour data is now available. Comparison of participation with man-hour data reveals that although 38% of the Federal civilian population participated in training during FY 69, only 1% of the total "available" Federal man-hours were spent in training courses.

FIGURE 2

NUMBER OF PARTICIPANTS COMPARED TO FEDERAL POPULATION BY PAY SYSTEM FY 69

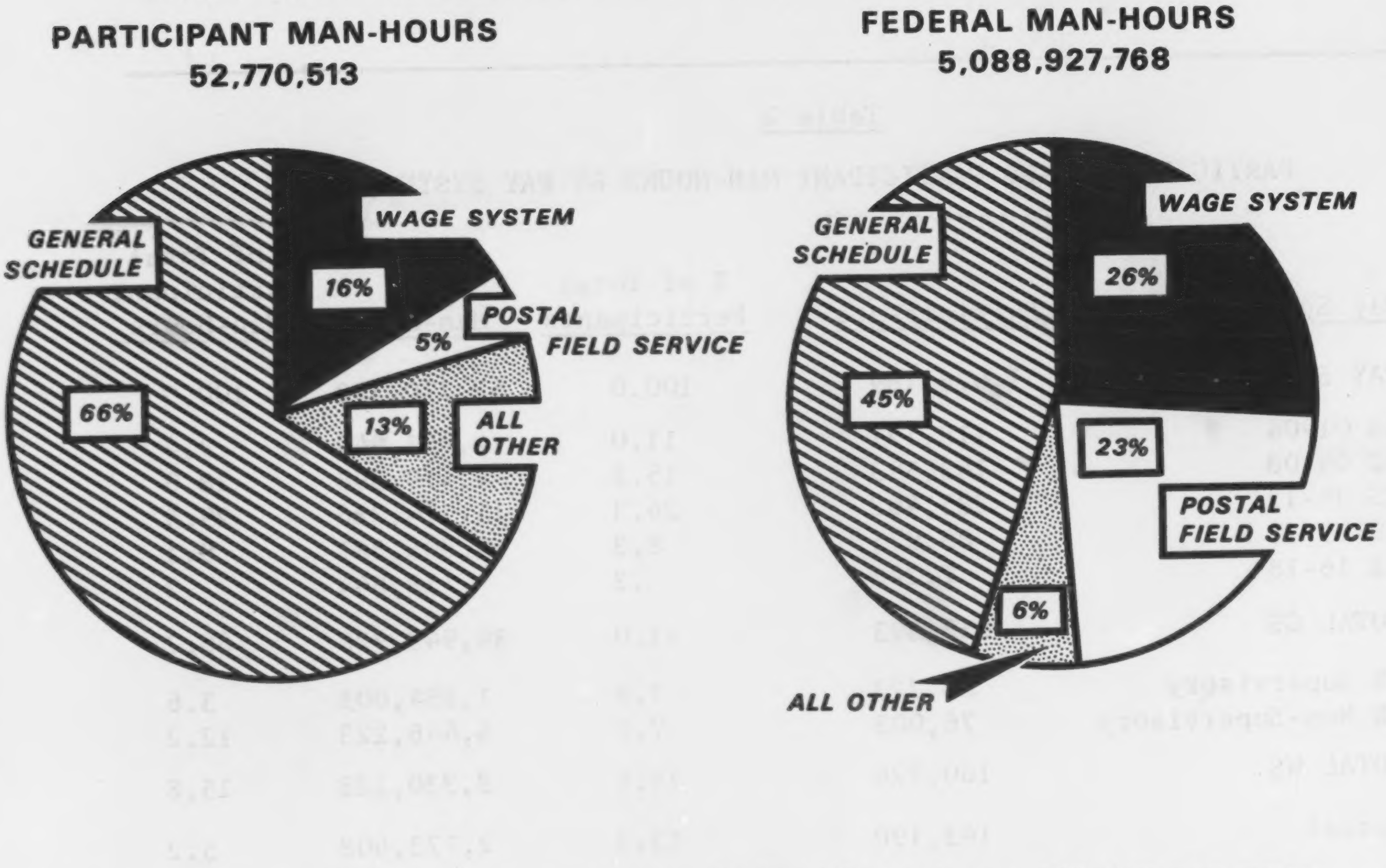


Therefore, when viewed in terms of training man-hours per employee, Federal civilian training activity is quite limited.

The two "pie charts" shown in Figure 3 provide a pay system comparison of participant man-hours with total "available" Federal man-hours. 2/ This Figure reveals that GS employees received an even more disproportionate share of participant man-hours than they did participation instances.

FIGURE 3

PARTICIPANT MAN-HOURS COMPARED TO TOTAL FEDERAL MAN-HOURS BY PAY SYSTEM FY 69



2/ The number of Federal man-hours was derived by using a 227 day man-year for each employee, (260 days less 8 paid holidays, 20 days annual leave and 5 days sick leave.) The 227 day man-year times the number of Federal employees times 8 hours equals total "available" Federal man-years.

However, it should be noted that there are a greater number of discrete functional disciplines in the General Schedule system than in other pay systems. Therefore, there are more individual courses designed and operated for GS employees. This is especially evident in interagency and long-term non-Government training where GS employees received 91% of the long-term training man-hours and 79% of the interagency training man-hours.

A more detailed comparison of FY 69 participation and man-hours is provided in Table 2. Here pay system data are broken down into pay system groups. Although, slight disparities are evident between participation and man-hour percentages, it seems generally true that the various

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Table 2

PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEM, FY 69

Pay System	Participants	% of Total Participants	Man-Hours	% of Total Participant Man-Hours
PAY SYSTEM TOTAL	1,076,169	100.0	52,770,393	100.0
GS 01-04	118,121	11.0	4,965,949	9.4
GS 05-08	163,593	15.2	9,479,398	18.0
GS 09-12	283,462	26.3	15,574,356	29.5
GS 13-15	88,975	8.3	4,805,381	9.1
GS 16-18	2,242	.2	118,844	.2
TOTAL GS	656,393	61.0	34,943,928	66.2
WS Supervisory	84,723	7.9	1,884,005	3.6
WS Non-Supervisory	76,003	7.0	6,446,223	12.2
TOTAL WS	160,726	14.9	8,330,228	15.8
Postal	143,190	13.3	2,773,608	5.2
Other	115,860	10.8	6,722,629	12.8

pay system groups receive hours of training in close proportion to their incidence of participation. One notable exception is the Postal Field Service with a 13% participation rate and only a 5% man-hour rate. This is obviously due to the short-term nature of Postal Service training where many employees receive brief periods of training.

Agency and Fiscal Year

Table 3 lists the 33 agencies reporting 1,000 or more training participants during FY 69. Note that 16 of these agencies reported decreases in participation from FY 68 to FY 69. It is possible that these decreases were at least partially caused by manpower and budget cuts imposed during this period.

of Participants

The 73% male - 27% female composition of the Federal population did not change significantly from FY 67 to FY 69.

During FY 69, 41% of the male and 32% of the female Federal population participated in training. Therefore, it is evident that female employees receive proportionately less training than males. Figure 4 shows that this disproportion has been relatively constant from FY 67 to FY 69.

Table 4 shows male and female rates of change in training participation without regard to proportion. A significant point shown here is the relatively large increase of 27,502 female participants from FY 67 to FY 68.

Table 4

PARTICIPATION BY SEX AND FISCAL YEAR

	FY 67	FY 68	FY 69	% Change FY 68 to FY 69	% Change FY 67 to FY 69
TOTAL	1,008,780	1,034,793	1,076,169	+ 4.0	+ 6.7
Male	794,515	793,026	828,121	+ 4.4	+ 4.2
Female	214,265	241,767	248,048	+ 2.6	+15.8

Table 3

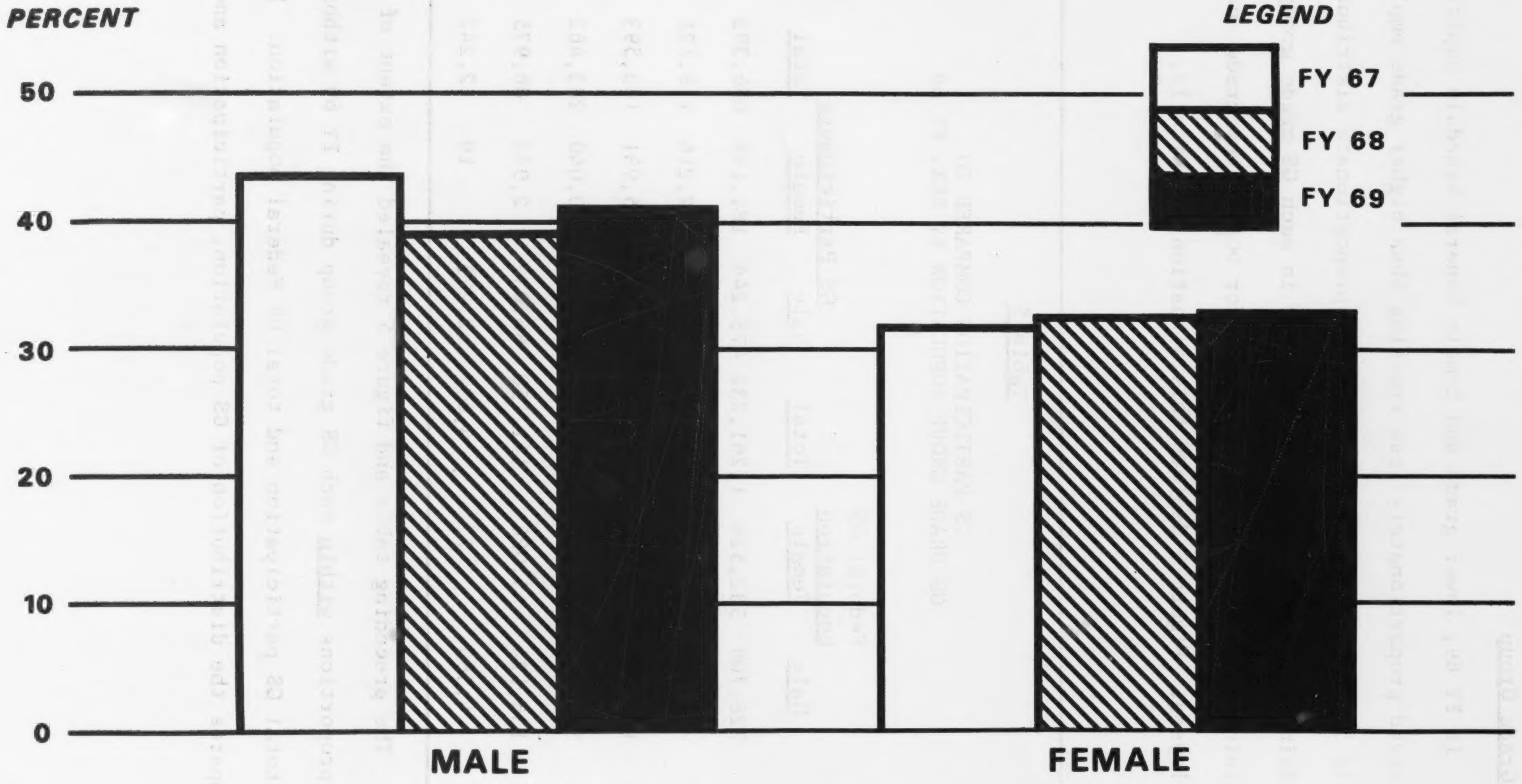
PARTICIPATION BY AGENCY AND FISCAL YEAR

AGENCY	FY 1967	FY 1968	FY 1969	FY 68 To FY 69 % of Change	FY 67 To FY 69 % of Change
TOTAL	1008780	1034793	1076169	+ 4.0	+ 6.7
DEFENSE	527304	521510	518451	- .6	- 1.7
ARMY	(204599)	(172773)	(192603)	+ 11.5	- 5.9
NAVY	(140876)	(172821)	(163372)	- 5.5	+ 16.0
A F	(145069)	(122688)	(112800)	- 8.1	- 22.2
DSA	(25998)	(29495)	(29640)	+ .5	+ 14.0
OTHER DEFENSE	(10762)	(23733)	(20036)	- 15.6	+ 86.2
P O	75323	92499	144198	+ 55.9	+ 91.4
TREAS	66231	38813	73465	+ 89.3	+ 10.9
AGRIC	57996	62955	66730	+ 6.0	+ 15.1
V A	40189	38605	45338	+ 17.4	+ 12.8
INTERIOR	48327	47168	43060	- 8.7	- 10.9
DHEW	37955	72553	35760	- 50.7	- 5.8
TRANS	36053	33107	23931	- 27.7	- 33.6
NASA	32629	23192	21635	- 6.7	- 33.7
D C GOVT	8322	16807	16454	- 2.1	+ 97.7
JUSTICE	13327	15324	15914	+ 3.9	+ 19.4
COMMERCE	9974	11277	14601	+ 29.5	+ 46.4
GSA	8216	12409	11828	- 4.7	+ 44.0
PANAMA CANAL	12112	7868	6472	- 17.7	- 46.6
LABOR	4590	8858	6006	- 32.2	+ 30.8
SEL SVC	1651	3977	5707	+ 43.5	+245.6
STATE (Including AID)	2694	1566	5271	+236.6	+ 95.7
HUD	4311	8311	3400	- 59.1	- 21.1
AEC	9485	3673	3387	- 7.8	- 64.3
SM BUS	4051	2970	2420	- 18.5	- 40.3
GAO	1281	2374	2165	- 8.8	+ 69.0
USIA	1272	1136	1274	+ 12.1	+ .2
CSC	1352	987	1084	+ 9.8	- 19.8
ALL OTHER*	4135	6854	7618	+ 11.1	+ 84.2

* 33 Other agencies, each reporting fewer than 1,000 participants in FY 69

FIGURE 4

MALE AND FEMALE TRAINING PARTICIPATION EXPRESSED AS PERCENTAGES OF TOTAL FEDERAL POPULATION
FY 67 - 69



GS Grade Group

In FY 69, lower grade and female General Schedule employees received proportionately less training than higher grade employees. Table 5 reveals the extent of this disproportionate distribution of training opportunities. It shows that in each GS grade group, the training participation rate is lower for both lower grade and female employees. Figure 5 depicts this situation graphically.

Table 5

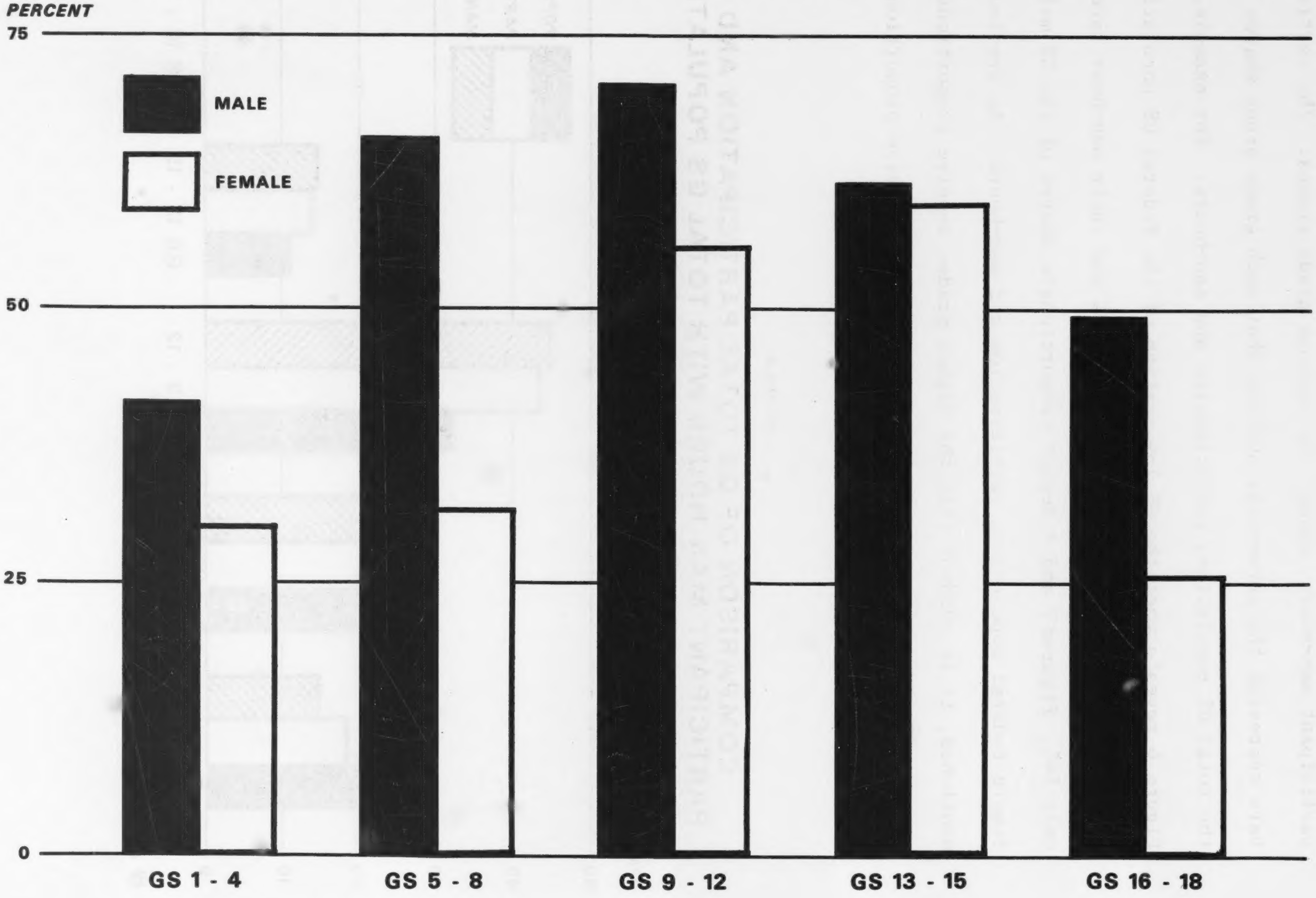
GS PARTICIPATION COMPARED TO
GS GRADE GROUP POPULATION BY SEX, FY 69

	Federal GS Population			GS Participants			% GS Grade Population Trained		
Grades	Male	Female	Total	Male	Female	Total	Male	Female	Total
TOTAL	728,708	532,524	1,261,232	475,244	181,149	656,393	65	34	52
GS 01-04	83,600	271,824	355,424	35,905	82,216	118,121	43	30	33
GS 05-08	146,881	201,807	348,688	97,662	65,931	163,593	66	33	47
GS 09-12	357,538	53,795	411,333	253,422	30,040	283,462	71	56	69
GS 13-15	136,124	5,026	141,150	86,032	2,943	88,975	63	59	63
GS 16-18	4,565	72	4,637	2,223	19	2,242	49	26	48

The preceding table and figure 5 revealed the extent of training disproportions within each GS grade group during FY 69 without regard to total GS participation and total GS Federal population. Figure 6 compares the distribution of GS population, participation and

FIGURE 5

COMPARISON OF GS MALE AND FEMALE POPULATIONS TRAINED WITHIN GRADE GROUPS FY 69



participant man-hours among the various grade groups. The vertical bars represent the percentage portion that each grade group shares in the total GS population, participation and man-hours. For example, Figure 6 reveals that the GS 1-4 portion of the Federal GS population is 28% yet their participation rate was 18% and their man-hour rate only 14%. Figures 7 and 8 depict proportionate shares of the GS male female Federal population, participation and man-hours. As previously mentioned, it is evident that the higher grades receive proportionately more training than lower grades - and that males receive proportionately more training than females.

FIGURE 6

COMPARISON OF GS TOTAL PARTICIPATION AND PARTICIPANT MAN-HOURS WITH TOTAL GS POPULATION BY GRADE GROUP FY 69

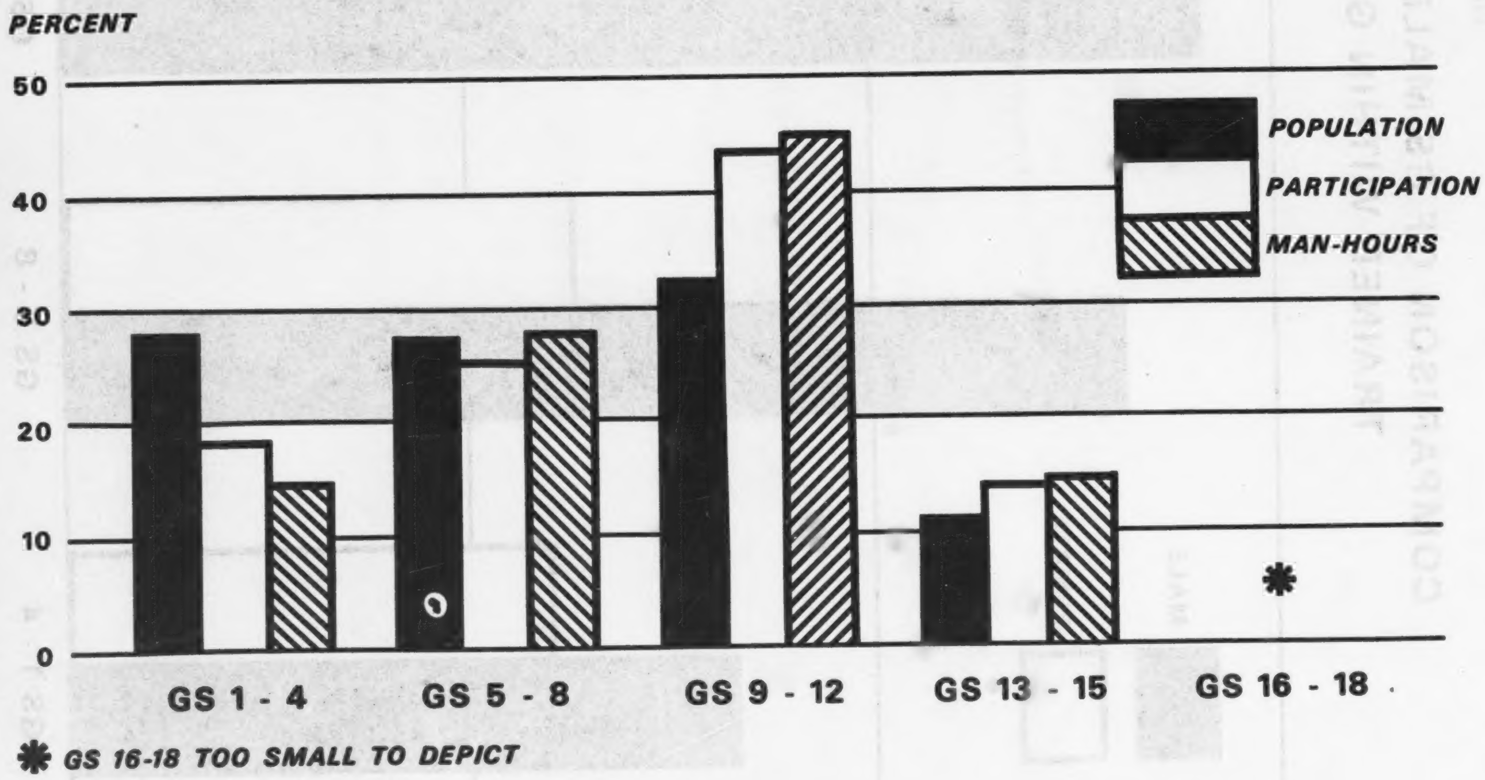
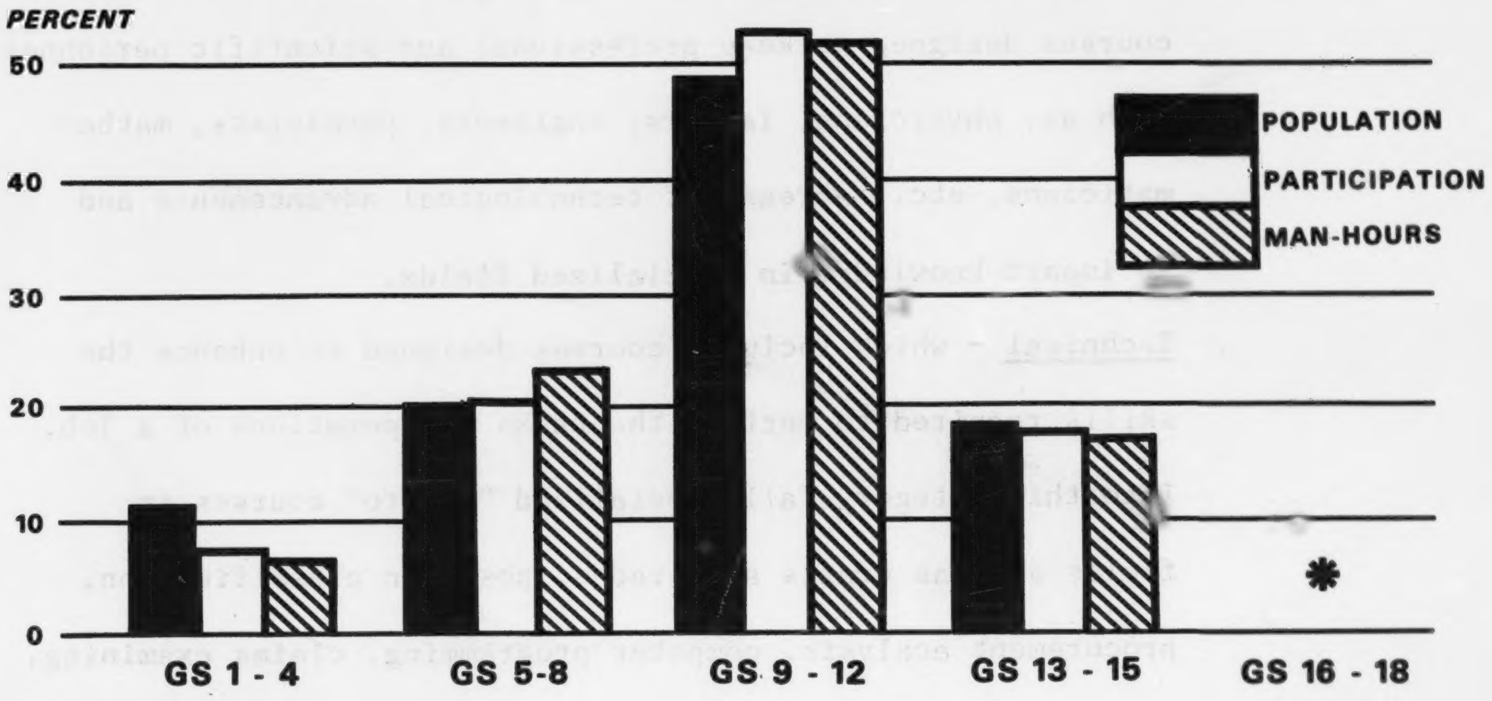


FIGURE 7

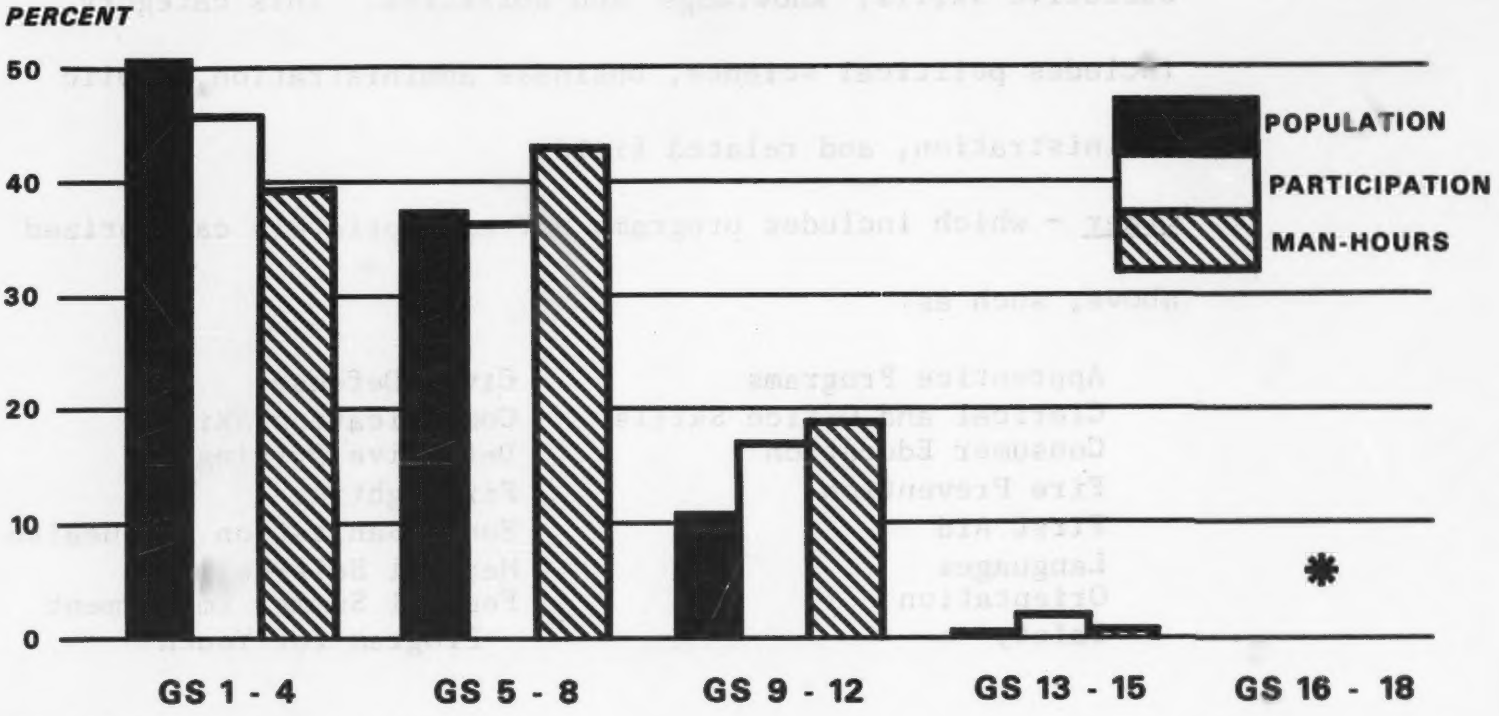
COMPARISON OF GS MALE PARTICIPATION AND PARTICIPANT MAN HOURS WITH TOTAL GS MALE POPULATION BY GRADE GROUP FY 69



* GS 16-18 TOO SMALL TO DEPICT

FIGURE 8

COMPARISON OF GS FEMALE PARTICIPATION AND PARTICIPANT MAN HOURS WITH TOTAL GS FEMALE POPULATION BY GRADE GROUP FY 69



* GS 16-18 TOO SMALL TO DEPICT

Types of Training

The types of training discussed in this report are:

- Professional, Scientific and Engineering - which includes courses designed to keep professional and scientific personnel such as, physicians, lawyers, engineers, physicists, mathematicians, etc., abreast of technological advancements and to impart knowledge in specialized fields.
- Technical - which includes courses designed to enhance the skills required to perform the tasks or operations of a job. Into this category fall specialized "how-to" courses in fields such as crafts and trades, position classification, procurement analysis, computer programming, claims examining, etc.
- Supervisory and Management - which includes courses designed to enhance supervisory, managerial, administrative or executive skills, knowledge and abilities. This category includes political science, business administration, public administration, and related fields.
- Other - which includes programs not appropriately categorized above, such as:

  Apprentice Programs
  Clerical and Office Skills
  Consumer Education
  Fire Prevention
  First Aid
  Languages
  Orientation
  Safety
  Civil Defense
  Communication Skills
  Defensive Driving
  Firefighting
  Food, Sanitation and Health
  Medical Self-Help
  Federal Summer Employment Program for Youth

From FY 67 to FY 69, Professional, Scientific and Engineering training increased 70%, Other increased 19%, Technical decreased 10% and Supervisory and Management decreased 8%.

It seems that non-Government training is considered the most suitable source for Professional, Scientific, and Engineering training (Table 7). In terms of usage, Technical training continues to be the most used type of training for satisfying training needs quickly and economically (Table 6).

Table 6

PARTICIPATION BY TYPE AND FISCAL YEAR

	FY 1967	FY 1968	FY 1969	% Change FY 68-69	% Change FY 67-69
TOTAL	1,008,780	1,034,793	1,076,169	+4.0	+7.0
Professional, Scientific and Engineering	108,307	97,773	183,891	+88	+70
Technical	449,075	511,173	404,329	-21	-10
Supervisory and Management	183,654	178,749	168,876	- 6	- 8
Other	267,744	247,098	319,073	+29	+19

Although Supervisory and Management training has experienced a steady decrease during the past three years, next year's figure should show a marked increase because the newly revised merit promotion program places specific requirements on agencies to administer supervisory and management training to all new supervisors. Seven of the 62 reporting agencies account for about 75% of the increase in Professional, Scientific, and Engineering training over FY 1968. (Table 7)

Table 7

PARTICIPATION BY TYPE AND SOURCE OF TRAINING

				Non-Government	
	Total	Internal	Interagency	Short-Term	Long-Term
TOTAL	1,076,169	839,272	70,366	164,676	1,855
Professional, Scientific and Engineering	183,891	103,158	13,755	65,386	1,592
Technical	404,329	332,567	15,672	55,960	130
Supervisory and Management	168,876	130,287	20,918	17,538	133
Other	319,073	273,260	20,021	25,792	0

				Non-Government	
	% Total	% Internal	% Interagency	% Short-Term	% Long-Term
TOTAL	100.0	100.0	100.0	100.0	100.0
Professional, Scientific and Engineering	17.1	12.3	19.6	39.7	85.8
Technical	37.6	39.6	22.3	34.0	7.0
Supervisory and Management	15.7	15.5	29.7	10.6	7.2
Other	29.6	32.6	28.4	15.7	0

In comparison to each other, female and male training participation are rather evenly matched in only one type of training--Technical.

However, when the male and female participation, by types of training, are considered separately, females have made the most striking increase in Professional, Scientific and Engineering training (Table 8). Simultaneously, female participation had the greatest decline in Technical training. In Other training, females show a 9% increase over FY 68, but this is not surprising since clerical training, which is included in the Other category, has greatly increased over the past year and females make up most of the clerical workforce.

Table 8

PARTICIPATION BY TYPE, SEX AND FISCAL YEAR

	FY 67		FY 68		FY 69	
	Male	Female	Male	Female	Male	Female
TOTAL	794,515	214,265	793,026	241,767	828,121	248,048
Professional, Scientific and Engineering	91,123	17,184	81,810	15,963	147,268	36,623
Technical	353,922	95,153	388,996	122,177	321,425	82,904
Supervisory and Management	159,193	29,461	150,903	27,846	140,795	28,081
Other	195,277	72,467	171,317	75,781	218,633	100,440

	FY 67		FY 68		FY 69	
	% Male	% Female	% Male	% Female	% Male	% Female
TOTAL	100%	100%	100%	100%	100%	100%
Professional, Scientific and Engineering	11.5	8.1	10.3	6.6	17.8	14.8
Technical	44.5	44.4	49.1	50.5	38.8	33.4
Supervisory and Management	19.4	13.7	19.0	11.5	17.0	11.3
Other	24.6	33.8	21.6	31.4	26.4	40.5

Sources of Training

The sources in which all Federal employees are trained are:

- Internal - training sponsored by an agency primarily for its own employees;
- Interagency - training sponsored by one agency primarily for employees of other agencies; and
- Non-Government - training at non-Government facilities and institutions. This source consists of:
  - short-term training--120 days or less.
  - long-term training--more than 120 days.

Fiscal Year Growth Rates - While agencies still rely mostly upon internal training to satisfy their needs, interagency training has made the greatest gain in the past three years (43%) compared to the increases in the other two sources (4% for internal and 10% for non-Government). (Figure 9 and Table 9) One reason interagency training has risen so rapidly is that more and more agencies are discovering that this source of training offers both quality and economy in a wide selection of courses. Additionally, in response to Executive Order 11348, issued in 1967, agencies are now offering more of their previously in-house training programs to other agencies. Proof of the latter is that while CSC conducted interagency courses during FY 68-69 accounted for most of the increases in participation for this source, other agency-conducted courses showed a higher proportionate increase over the same period, 24% to 21%.

Table 9

PARTICIPATION BY SOURCE AND FISCAL YEAR

	FY 67	FY 68	FY 69	FY 68-69 % Change	FY 67-69 % Change
TOTAL	1,008,780	1,034,793	1,076,169	+ 4.0	+ 6.7
Internal	807,864	817,734	839,272	+ 2.6	+ 3.9
Interagency	49,201	57,923	70,366	+21.5	+43.0
Non-Government	151,715	159,136	166,531	+ 4.6	+ 9.8

Man-Hours Distribution - Participant man-hours, presented for the first time in this years report, may be helpful in setting the participation by source into clearer perspective. For example, Table 10 shows that despite the differences in the number of participants in three sources- internal, interagency, and non-Government (short) - the average number of hours per participant is fairly equal—ranging between 41 and 49 hours. Non-Government long-term training is much higher, of course, since by definition this means training of 120 days or more.

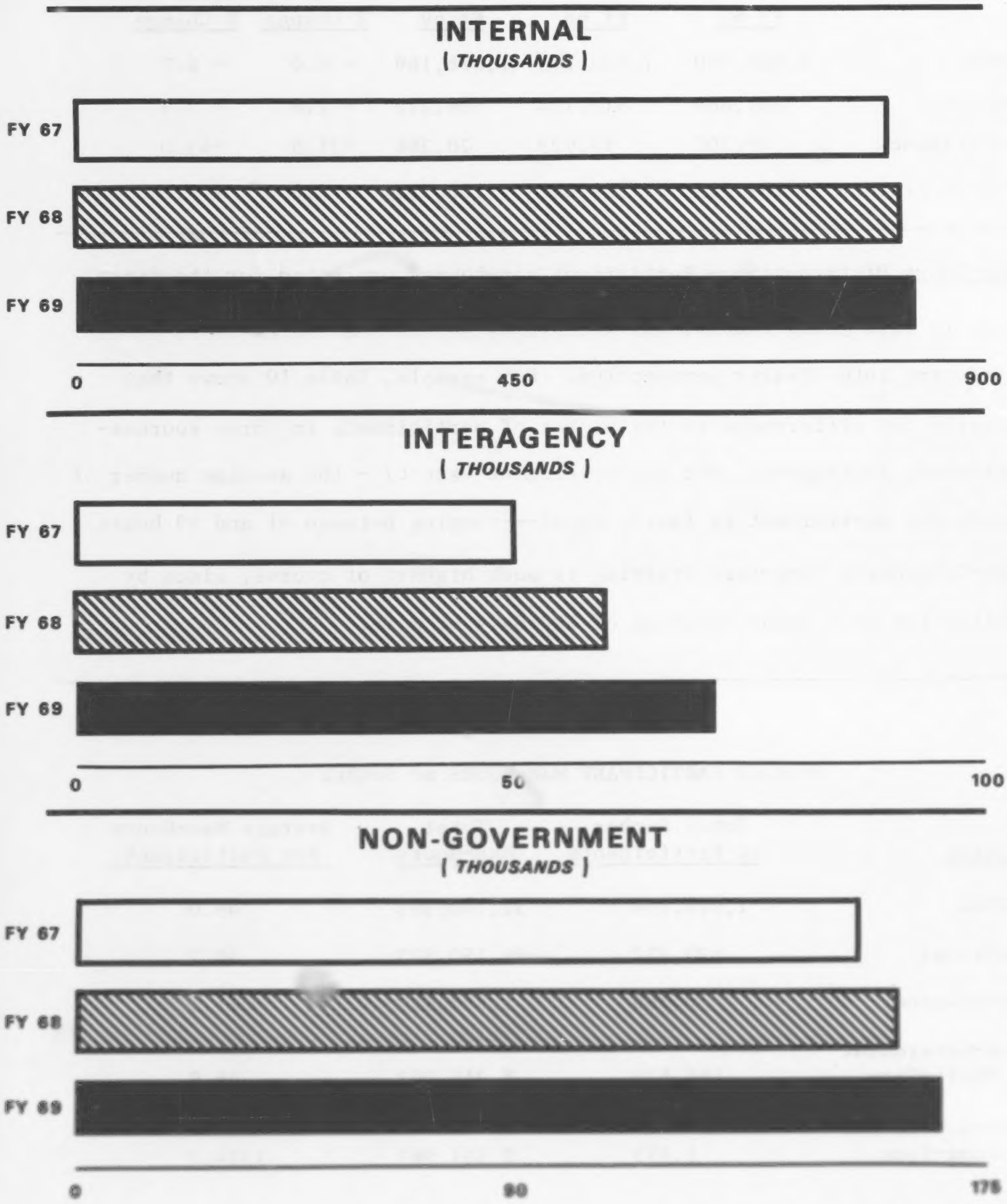
Table 10

AVERAGE PARTICIPANT MAN-HOURS BY SOURCE

Source	Total Number of Participants	Total Man-Hours	Average Man-Hours Per Participant
TOTAL	1,076,169	52,770,393	49.0
Internal	839,272	39,150,573	46.7
Interagency	70,366	2,893,810	41.1
Non-Government Short-Term	164,676	8,214,043	49.9
Non-Government Long-Term	1,855	2,311,967	154.2

FIGURE 9

TRAINING PARTICIPATION BY SOURCE
FY 67 - 69



Pay System Distribution - Table 11 summarizes participation by pay system and compares it to source. The higher incidences of interagency and non-Government training for General Schedule employees suggests that these programs are more precisely suited to their needs than they are to those employees in other pay systems.

Table 11

PARTICIPATION BY SOURCE AND PAY SYSTEM

	Total	Internal	Interagency	Non-Government
ALL PAY SYSTEMS	1,076,169	839,272	70,366	166,531
General Schedule	656,393	459,190	60,373	136,830
Wage Systems	160,726	139,807	3,823	17,096
Postal Field Serv.	143,190	139,592	1,404	2,194
Other	115,860	100,683	4,766	10,411

	% Total	% Internal	% Interagency	% Non-Government
ALL PAY SYSTEMS	100.0	100.0	100.0	100.0
General Schedule	61.0	54.7	85.7	82.2
Wage Systems	14.9	16.7	5.5	10.2
Postal Field Serv.	13.3	16.6	2.0	1.3
Other	10.8	12.0	6.8	6.3

Average Man-Hours by Pay System - Tables 12, 13, 14 present the average participation and participant man-hours by pay system for each source of training. These tables show that the one source where employees in a pay system other than GS receive a substantial proportion of training is internal.

Table 12

INTERNAL PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEM

Pay System	Participants	% Total Participants	Man-Hours	% Total Man-Hours
PAY SYSTEM TOTAL	839,272	100.0	39,150,573	100.0
GS 01-04	103,807	12.4	4,388,877	11.2
GS 05-08	123,417	14.7	7,560,616	19.3
GS 09-12	189,726	22.6	9,790,282	25.0
GS 13-15	41,621	4.9	1,934,446	5.0
GS 16-18	619	.1	26,551	.1
TOTAL GS	459,190	54.7	23,700,772	60.6
WS Supervisory	74,458	8.9	1,300,250	3.3
WS Non-Supervisory	65,349	7.8	5,763,185	14.7
TOTAL WS	139,807	16.7	7,063,435	18.0
Postal	139,592	16.6	2,664,843	6.8
Other	100,683	12.0	5,721,523	14.6

Table 13

INTERAGENCY PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEM

Pay System	Participation	% Total Participants	Man-Hours	% Total Man-Hours
PAY SYSTEM TOTAL	70,366	100.0	2,893,810	100.0
GS 01-04	5,719	8.1	182,059	6.3
GS 05-08	13,241	18.8	468,581	16.2
GS 09-12	27,471	39.0	1,065,357	37.0
GS 13-15	13,324	18.9	533,187	18.4
GS 16-18	618	.9	41,745	1.4
TOTAL GS	60,373	85.7	2,290,929	79.3
WS Supervisory	1,724	2.5	99,401	3.4
WS Non-Supervisory	2,099	3.0	59,146	2.0
TOTAL WS	3,823	5.5	158,547	5.4
Postal	1,404	2.0	49,449	1.7
Other	4,766	6.8	394,885	13.6

Table 14

NON-GOVERNMENT PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEM

Pay System	Participants	% Total Participants	Man-Hours	% Total Man-Hours
PAY SYSTEM TOTAL	166,531	100.0	10,726,010	100.0
GS 01-04	8,595	5.2	395,013	3.7
GS 05-08	26,935	16.2	1,450,201	13.5
GS 09-12	66,265	39.8	4,718,717	44.0
GS 13-15	34,030	20.4	2,337,748	21.8
GS 16-18	1,005	.6	50,548	.5
TOTAL GS	136,830	82.2	8,952,227	83.5
WS Supervisory	8,541	5.1	484,354	4.5
WS Non-Supervisory	8,555	5.1	623,892	5.8
TOTAL WS	17,096	10.2	1,108,246	10.3
Postal	2,194	1.3	59,316	.6
Other	10,411	6.3	606,221	5.6

Tables 12, 13, and 14 also show General Schedule grade group 9-12 in all sources of training receives a higher proportion of training than any other group. One reason is that most of the training programs, especially non-Government, are used to enhance the skills of young professionals, such as scientists and engineers, most of whom are in the 9-12 grade group. Second, college graduates appointed through the Management Intern and Federal Service Entrance Examination who qualify at the GS 9-12 level undergo a year's period of training, both on-the-job and classroom, in preparation for their ultimate job assignments. During this period, these employees often attend more than one course and are therefore counted more than once in the training participation figures. Third, the largest General Schedule population is in the 9-12 grade group and apparently has a greater training need, in terms of numbers, than any other group.

TRAINING PERSONNEL

To ascertain training staff investment during Fiscal Year 1969, the Commission asked agencies to report full-time training personnel by grade, position, number and annual salary. The number of part-time training personnel was reported only by position, estimated man-years and annual salary (Table 15).

Fifty-two agencies reported:

- employee training personnel who devoted 7,294 man-years to the training of Federal employees, and expended $73,700,430 in salaries;
  - 2,267 Employee Development Officers received $27,301,361 in salaries;
  - 2,921 instructors received $30,961,790 in salaries, and;
  - 2,106 administrative and clerical support personnel received $15,437,279.

Fifty-six percent of the total Employee Development Officer (EDO) man-years and 33% of the total instructor man-years when grouped by grade, were located in the GS 11 to 13 category. Sixty-six percent of the total clerical support man-years were located in the GS 4 to 5 category.

Full-Time Training Personnel

In FY 69, 6,288 full-time training personnel received $65,103,855 in salaries (Table 16).

Forty-eight agencies reported:

- 2,185 full-time EDO's earned an average annual salary of $12,041;

Table 15

RATIO OF TRAINING PERSONNEL TO AGENCY EMPLOYMENT

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	CLERICAL AND SUPPORT	TOTAL TRAINING PERSONNEL*	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
TOTAL	2267	2921	2106	7294	2802273	384
DEFENSE	1139	1184	843	3166	1276775	403
NAVY	(352)	(617)	(268)	(1237)	(415966)	(336)
ARMY	(400)	(156)	(230)	(786)	(463643)	(589)
A F	(303)	(320)	(142)	(765)	(311688)	(407)
DSA	(54)	(8)	(45)	(107)	(56882)	(531)
OTHER	(30)	(83)	(158)	(271)	(28596)	(105)
TRANS............	72	634	187	893	58452	65
P O	276	244	201	721	641376	889
DHEW	135	134	173	442	105440	239
V A	136	314	156	606	148419	244
TREAS	107	29	116	252	83561	331
AGRIC	66	64	88	218	88761	407
JUSTICE	8	125	76	209	35116	168
INTERIOR	39	42	71	152	66005	434
D C GOV'T	42	69	37	148	42000**	284
COMMERCE	23	21	32	76	27523	362
NASA	48	3	25	76	32620	429
GSA	20	19	19	58	37503	646
SSS	56	0	0	56	6730	120
USIA	19	0	10	29	11298	389
HUD	16	0	9	25	14699	587
LABOR	13	1	10	24	9771	407
AID	9	3	9	21	28444	1354
GPO	7	9	4	20	7354	367
RR RET BOARD	2	11	4	[illegible]	1739	103
PANAMA CANAL	2	9	5	16	15792	987
SM BUS	7	0	3	10	4256	425
ALL OTHER***	25	6	28	59	58619	993

* Includes part-time personnel converted to man-years

** Estimate for training purposes

*** 35 Other agencies each reporting less than 10 training personnel

Table 16

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	TOTAL	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	CLERICAL AND SUPPORT PERSONNEL
TOTAL	$65,103,855	$26,309,242	$26,060,858	$12,141,129
DEFENSE	26,129,063	12,260,724	8,896,677	4,971,662
NAVY	(9,769,095)	(3,943,944)	(4,651,525)	(1,173,626)
ARMY	(6,847,088)	(4,330,817)	(1,241,362)	(1,274,909)
A F	(5,575,873)	(3,181,827)	(1,904,296)	(489,750)
DSA	(590,806)	(402,069)	(47,779)	(140,958)
OTHER	(3,346,201)	(402,067)	(1,051,715)	(1,892,419)
TRANS	10,321,716	1,048,793	7,781,144	1,491,779
DHEW	4,571,233	1,689,464	1,681,694	1,200,075
P O	5,750,133	3,339,586	1,204,785	1,205,762
V A	5,317,795	1,732,681	3,015,138	569,976
TREAS	2,819,027	1,522,705	328,884	967,438
JUSTICE	1,753,269	100,371	1,025,394	627,504
AGRIC	1,721,203	834,673	479,744	406,786
DC GOVT	1,438,379	533,638	666,746	237,995
INTERIOR	1,031,259	499,020	311,994	220,245
NASA	809,110	661,640	31,058	116,412
COMMERCE	628,312	324,008	122,524	181,780
GSA	573,886	283,190	178,154	112,542
USIA	419,997	342,799	0	77,198
HUD	270,424	216,874	0	53,550
AID	251,190	133,970	60,164	57,056
LABOR	234,806	169,019	9,420	56,367
PANAMA CANAL	163,173	27,704	103,403	32,066
GPO	137,304	84,545	30,888	21,871
SM BUS	133,829	112,329	0	21,500
ALL OTHER *	628,747	391,509	133,047	104,191

* 37 Other agencies each reporting less than $100,000

2,425 full-time instructors earned an average annual salary of $10,747;

1,678 full-time clerical support personnel earned an average annual salary of $7,235.

The number of full-time training personnel increased 12% from FY 68 to FY 69, while the Federal population increased slightly less than 1%. The number of participants trained increased 4% during the same period. Nearly 90% of all full-time training personnel increases during FY 69 were reported by three Defense agencies. If these disproportionate increases are excluded, the increase in the percentage of full-time training personnel was, like the Federal population increase, only 1% (Table 17).

Table 17

RELATIONSHIP OF FULL-TIME TRAINING PERSONNEL TO AGENCY EMPLOYMENT

Fiscal Year	Total Number of Full-Time Training Personnel	Number of Employees Per Full-Time Training Personnel
1967	5,029	512
1968	5,605	496
1969	6,288	446

Of the three DOD agencies mentioned above which accounted for 90% of the training staff increases:

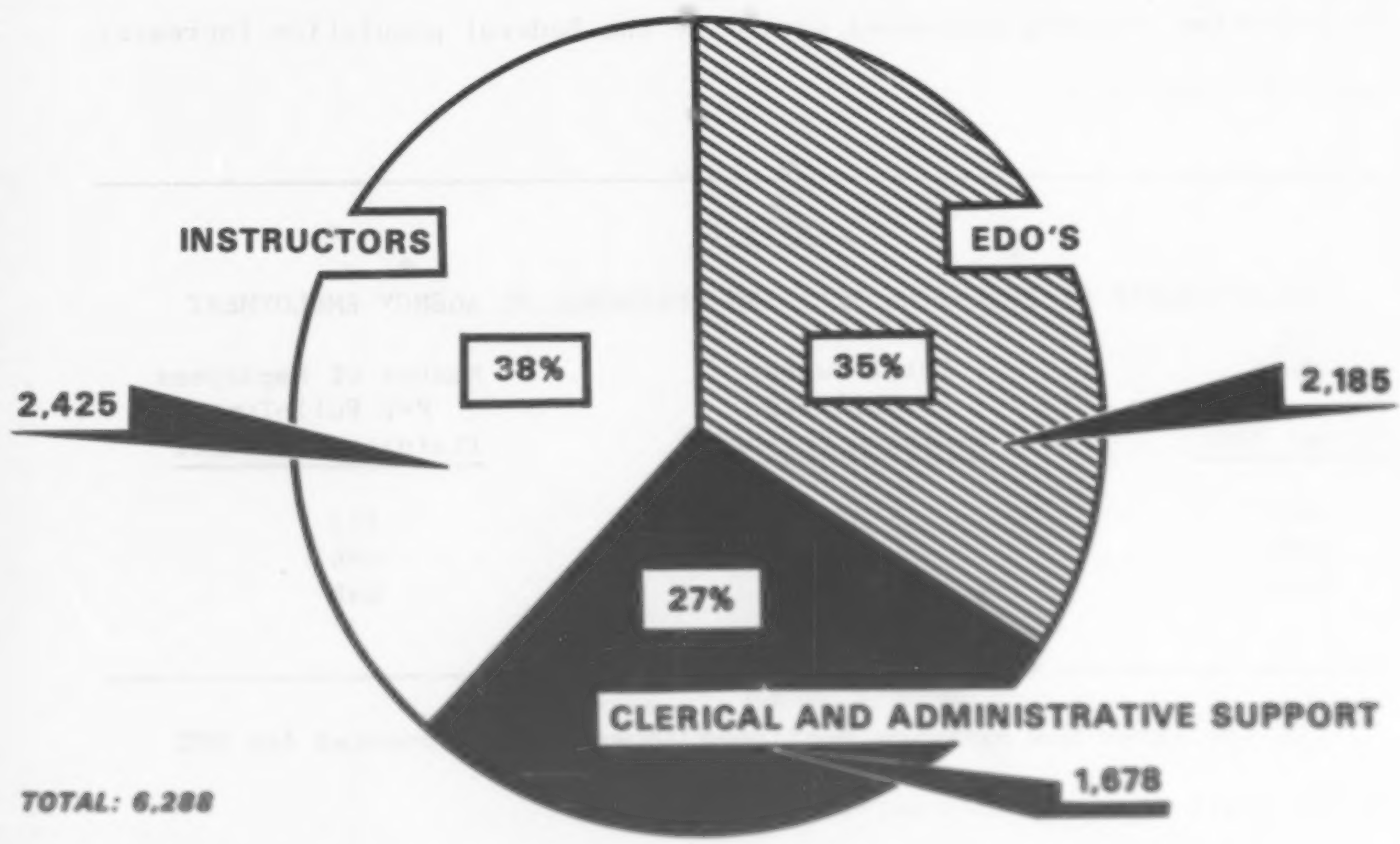
- The Army increase in full-time training staff size of 17% was consistent with the increase in number of employees trained.
- The Navy increase in full-time training staff size of 37% was a result of a unique training program - "The Helper to Journeyman Program" - introduced for the first time in FY 69.

> One of the "Other" DOD agencies reporting for the first time accounted for 35% of all full-time training personnel increases during FY 69.

The occupational mix of full-time training personnel changed only slightly between FY 68 and FY 69. Employee Development Officers increased by 3%, instructors decreased by 6% and clerical support personnel increased by 3% (Figure 10).

FIGURE 10

DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL FY 69



Agencies reported that the number of clerical support personnel increased by 27%, while EDO's increased 20% and instructors decreased by 2%. This may have been the result of management's recognition of the need to relieve professional training staff personnel (EDO's and Instructors) of clerical tasks. The ratio of full-time clerical support personnel to full-time professional (EDO and Instructor) training personnel has shifted from 1 to 3.5 in FY 67 to 1 to 2.75 in FY 69. Of the 683 training staff personnel increases reported this year over FY 68, there was more than a 1 to 1 ratio of full-time clerical support personnel to full-time professional (EDO and Instructor) training personnel.

Two agencies reported 55% of all full-time clerical support training personnel increases during Fiscal Year 1969. The increases reported by the Post Office (+67%) resulted from the expansion of both training programs and staff at the Postal Service Management Institute. One of the "Other" DOD agencies reporting for the first time accounted for 39% of all full-time clerical support training personnel increases during FY 69.

Part-Time Training Personnel

Part-time training personnel are defined as those employees who spend at least 25% of their time but less than full-time in activities directly related to training.

- Part-time training personnel worked an estimated 1,006 man-years and received $8,596,575 in salaries;
    - 82 part-time EDO man-years earned $608,451 in salaries;

- 496 part-time instructor man-years earned $4,827,844 in salaries; and
- 428 part-time clerical support man-years earned $3,160,280.

The part-time staff represents 14% of the total training staff and the part-time salary expenditures were nearly 12% of the total training salary expenditures for FY 69. The number of part-time training staff man-years (approximately 1,000) remained constant for both Fiscal Years 1968 and 1969.

Training Staff Salary Expenditures

The total training personnel salary expenditures (including part-time personnel) increased nearly 18% from Fiscal Years 1968 to 1969, a net increase of $11 million. Full-time training personnel salaries increased 30% from FY 68 to FY 69 and 45% from Fiscal Years 1967 to 1969. Agencies reported part-time training salaries decreased .6% or ($52,000) from FY 68 to FY 69.

The reported $11 million increase in training staff salaries from Fiscal Years 1968 to 1969 was affected by :

- The hiring of an additional 683 training personnel with an accompanying salary increase of $7.1 million;
- Public Law 90-206, Federal Salary Act of 1967, which increased each individual training staff's annual salary an average of nearly $625; a net increase of nearly 4.0 million.

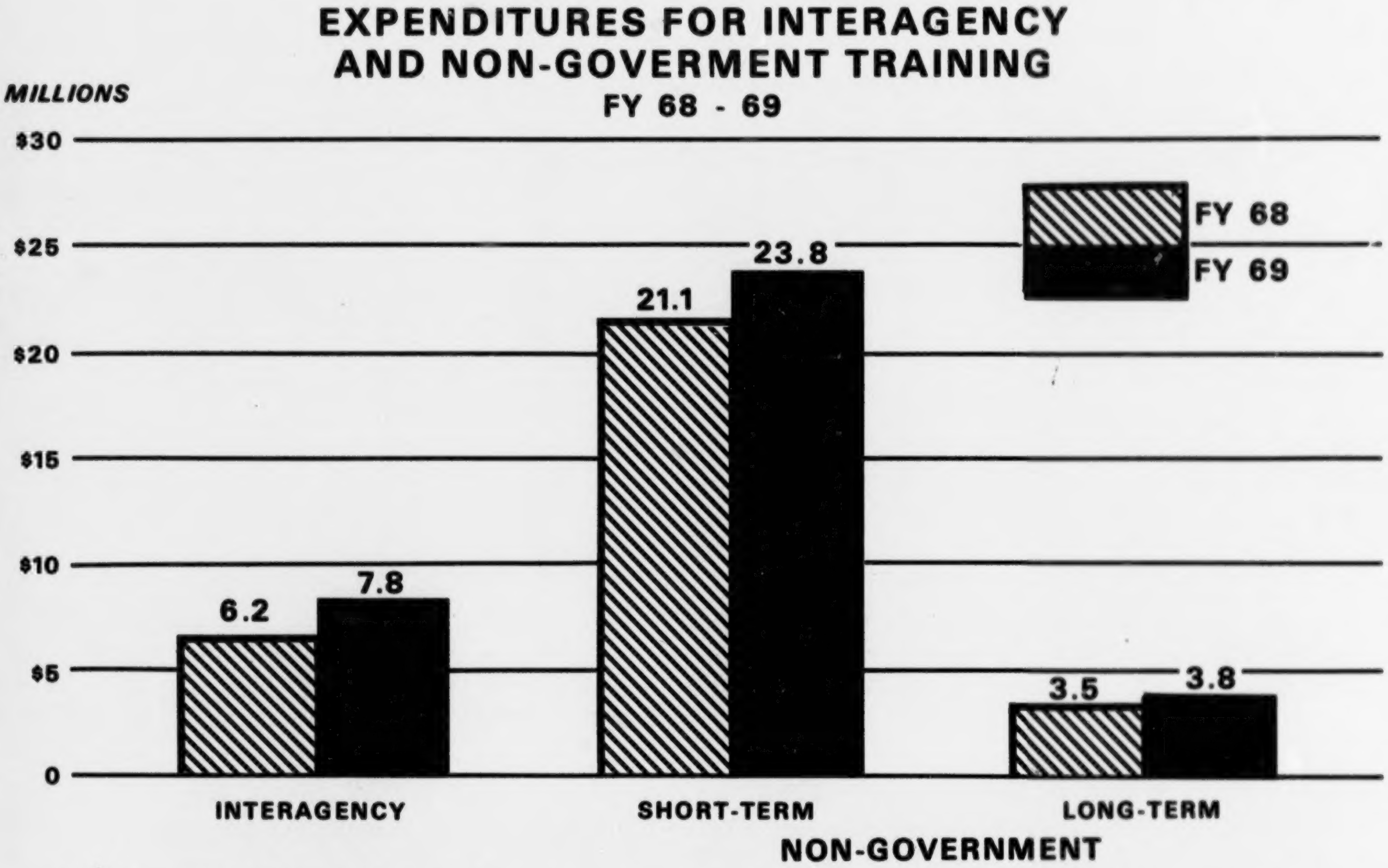
In Fiscal Year 1969, Federal agencies have placed a greater emphasis on training activities than ever before. The relationship between training personnel to Federal employees becomes even more apparent when the total training staff for FY 69 is considered - the ratio was 1 to 348 as compared to the ratio 1 to 421 reported in FY 68 (including part-time training personnel). There also is the indication that managers have recognized the need to free their full-time professional training personnel (EDO and Instructor) from clerical tasks.

EXPENDITURES FOR INTERAGENCY AND NON-GOVERNMENT TRAINING

One of the major concerns of all Federal managers is the cost of training. We do not now know the total cost. Although agencies are developing and maintaining systems for determining training costs, these systems have thus far not included many internal costs. However, agencies have reported over $73,000,000 in salaries of agency training and support personnel which was discussed in the section of this report beginning on page 43. Also agencies have reported in detail the costs of interagency and non-Government training.[3]

The total expenditures for interagency and non-Government training consisting of tuition and related fees, transportation and per diem for FY 69 were nearly 36 million dollars, which was an increase of 5 million dollars from FY 68. (Figure 11)

FIGURE 11



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[3] The annual Report of Training for FY 1970 (Bulletin 410-38) requests agencies to report additional specific costs of internal training which will bring the Commission a step closer to answering the frequently asked question, "how much did the training cost?"

The largest expenditure was for non-Government training which was $27,691,437 or 78% while interagency training was $7,990,680 or 22%. Compared with FY 68, interagency training expenditures increased 3% which is commensurate with the increase in participation. The expenditures for non-Government training include short-term training (120 days or less) and long-term (more than 120 days). The largest increase in costs between FY 68 and FY 69 occurred in short-term training which was $2,801,421 or a 13% increase. In the same period, participation in short-term training increased by 4.8 percent.

Interagency training costs increased 29.6% and long-term non-Government training costs increased by 8%. Because of increases in the cost of providing training, training facilities were required to charge more for tuition and this coupled with increases in related fees and transportation is the primary reason for the increased cost of training. (Table 18)

Table 18

EXPENDITURES FOR INTERAGENCY AND NON-GOVERNMENT TRAINING BY TYPE

Type of Expense	Total	Interagency	Non-Government 120 days or less	Non-Government More than 120 days
Total	35,682,118	7,990,681	23,880,834	3,810,603
Tuition and Related Fees	24,568,494	5,196,370	17,051,383	2,320,741
Transportation	4,759,583	1,193,505	2,947,957	618,121
Per Diem	6,354,041	1,600,806	3,881,494	871,741

The average participant cost for interagency, short-term and long-term non-Government training was:

- Interagency $113, FY 69 and $106, FY 68
- Short-Term $146, FY 69 and $134, FY 68
- Long-Term $2,054, FY 69 and $1,750, FY 68

The percentage of increase is about ten percent in each case. Tuition and related fees account for approximately 68 percent of the cost which has increased about 15 percent from FY 68, while costs of transportation and per diem remained relatively constant.

Expenditures for interagency and non-Government training includes the cost of nearly 20 percent of the total training of Federal civilian employees, while agency or internal training constitutes the other 80 percent.

SPECIAL INTEREST AREAS

INTERAGENCY TRAINING

Interagency Training is that training provided by one agency for other agencies or shared by two or more agencies. Agencies give interagency training in three distinguishable ways: by providing training primarily for employees of other agencies; by permitting employees from other agencies to attend training conducted primarily for the host agency's own employees; and by allowing the host agency's employees to participate in their agency's training conducted primarily for the employees of other agencies. This section covers these three modes of training as well as the unique role the Civil Service Commission plays in both providing and encouraging the use of interagency training.

Participation

Participation in interagency training continues to increase at a rate greater than that of any other training resource. During Fiscal Year 1969, participation in interagency training of eight hours or more totaled 70,366, an increase of 21% over Fiscal Year 1968 and 43% over 1967. (Table 19) Five agencies which did not report participation in interagency training in 1968 did report participation in 1969: Agency for International Development, Federal Power Commission, Foreign Claims Settlement Commission, Office of Emergency Preparedness, and Renegotiation Board.

Table 19 indicates considerable change in the mix of the types of training reported by agencies, especially from 1968 to 1969. This apparent variation may be due principally to a revised definition of the various types as required in 1969. Another factor contributing to the difference is that 14 agencies reported participants in the Professional, Scientific and Engineering category who had not reported in 1968 and 17 agencies in 1969 reported participants in the Other category who had not reported in 1968. Thirty percent of the interagency training was conducted in the area of Supervisory and Management. Technical training accounted for 22%. Twenty percent of the training was in the Professional, Scientific and Engineering area. Twenty-eight percent of the interagency training was in the Other area.

Table 19

PARTICIPATION BY TYPE OF TRAINING AND FISCAL YEAR

	FY 67	FY 68	FY 69	FY 68-69 % Change	FY 67-69 % Change
TOTAL	49,201	57,923	70,366	21	43
Professional, Scientific and Engineering	5,116	4,678	13,755	194	168
Technical	16,840	23,195	15,672	-32	-6
Supervisory and Management	17,350	20,620	20,918	1	20
Other	9,895	9,430	20,021	112	102

About three out of four of all interagency courses were conducted by the Civil Service Commission. More employees attended Supervision and Management courses than other types, but the spread among all types is reasonably even. (Table 20)

Table 20

DISTRIBUTION OF INTERAGENCY TRAINING BY TYPE *

	Professional, Scientific, Engineering	Technical	Supervisory, Management	Other
CSC	10,393	11,886	15,830	15,190
Other Agencies	3,362	3,786	5,088	4,831
TOTAL	13,755	15,672	20,918	20,021

* Courses of 8 hours or more only

The average duration of all interagency training courses for Fiscal Year 1969, including training of less than 8 hours, is 21 man-hours. The average duration of all agency courses except CSC, is 15 hours. CSC courses (all of which were 8 hours or more) averaged 32 hours. A comparison cannot be made with previous years as agencies did not report man-hours.

Total interagency training--including courses of less than eight hours--reached a total of 139,134. This is an increase of 33% over Fiscal Year 1968 and 74% over 1967. (Table 21)

Table 21

PARTICIPATION IN CSC & OTHER AGENCY COURSES BY FISCAL YEAR

	FY 67	FY 68	FY 69	FY 68-69 % Change	FY 67-69 % Change
TOTAL	79,740	104,161	139,134	33	74
In CSC Courses	36,430	45,326	54,784	20	50
In Other Agency Courses	43,310	58,835	84,350	43	94

The 84,350 employees trained by agencies other than the Civil Service Commission was an increase of 43% over 1968 and 94% over 1967. Approximately 9% were employees of other agencies who were allowed to participate in training programs which were offered by an agency primarily for its own employees. An additional 6% were the agency's own employees who were permitted to attend programs conducted primarily for the employees of other organizations. For example, General Services Administration sent its own employees to attend "Guard Training", a course designed to assist all Federal agencies to achieve maximum guard force capability. (Table 22)

Courses covered a wide range of subjects, including such specialized ones as Veterinary Medicine (Department of Agriculture); Special Nuclear Materials Accountability (AEC); and Training Methods and Aids (HEW); but also including numerous subjects of common interest such as letter writing, safety, shorthand, and supervision.

The Role of the Civil Service Commission

The U. S. Civil Service Commission's role in interagency training does not fit neatly into any category previously defined. Instead, the Commission conducts and supports interagency training. Executive Order 11348, based on recommendations of the Presidential Task Force on Career Advancement, declared it to be the policy of the Government to "develop its employees through the establishment and operation of progressive and efficient training programs". The Order directed the U. S. Civil Service Commission to provide leadership and guidance in implementing this policy. In accordance with this Order, the Bureau of Training was established on May 1, 1967.

Table 22

TOTAL PARTICIPATION IN INTERAGENCY TRAINING

Sponsoring Agency	Total Number of Employees Trained	Total Estimated Man-Hours	Other Agencies Attending Courses Conducted Primarily for Sponsoring Agency	Other Agencies Attending Courses Conducted by Sponsoring Agency Primarily for Other Agencies	Sponsoring Agency Attending Courses Conducted by Sponsoring Agency Primarily for Other Agencies
TOTAL	139,134	2,978,816	12,912	118,587	7,635
CSC	54,784	1,751,443	2	53,982	800
GSA *	27,042	260,812	843	23,336	2,863
D C GOVT *	15,303	53,564	56	14,755	492
TREAS *	9,764	96,237	1,933	7,539	292
AGRIC	7,598	197,674	1,311	5,797	490
DHEW	4,556	115,824	431	2,858	1,267
DEFENSE	4,208	98,050	3,250	428	530
LABOR *	4,148	38,806	88	4,060	---
V A *	3,552	35,645	1,715	1,363	474
COMMERCE	2,901	146,386	115	2,620	166
JUSTICE	1,544	29,761	522	913	109
ALL OTHER **	3,734	154,614	2,646	936	152

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* Including training of less than 8 hours

** 19 Other agencies, each reporting fewer than 1,000 participants

This Bureau now carries the responsibility for planning, coordinating, implementing, and evaluating a nationwide program to assure effective development and training of Federal employees.[4]

One of the Bureau's principal functions at this time is conducting interagency training. Training Operations, one of the two major divisions of the Bureau, offers a broad range of courses in general management, automatic data processing, ADP management, communications and office skills, personnel management, financial management, executive development, and Planning, Programming, and Budgeting Systems through a nationwide network of training centers.

During Fiscal Year 1969, there were 53,299 participants from other agencies in attendance at one or more of the courses offered by CSC training centers. Of these participants, 76% (40,360) attended courses in one of the regional training centers. The figure 54,784, shown in Table 21 as the total number of employees trained by the Civil Service Commission, includes those taking courses offered at the training centers in Washington, D. C. and the regional training centers; at the two Executive Seminar Centers; and at the Federal Executive Institute.

Executive Seminar Centers

The Executive Seminar Centers at Kings Point, New York and Berkeley, California provide residential seminars designed to broaden the conceptual understanding and to enhance the administrative abilities of mid-level executives from all Federal agencies. Such seminars come at career stages when present or imminent responsibilities call for them to expand their views, attitudes, and understanding beyond agency and functional borders.

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[4] For purposes of this report, Bureau of Training personnel are treated separately from other agency training staffs.

The curriculum consists of two course groupings--a core "management" curriculum, and a cluster of program related seminars. The first group comprises four seminars on related management subjects having applicability to needs in all agencies and disciplines. Live-in seminars are presented in two-week units covering different aspects of the Government function. Although each can be taken separately as a discrete course, they complement each other so that when all are taken they give career executives a substantial knowledge of factors both within and outside of government affecting Federal operations. A composite four-week seminar session "Management of Public Policy and Programs" containing all essential elements of the first three courses is being presented experimentally at each Executive Seminar Center. Persons attending both this session and the two-week "Management of Organizations" are able to cover all core curriculum subject matter in six weeks, rather than the eight required when the "core" sessions are taken one at a time.

The second grouping--program related seminars--are directed toward complex program areas, such as "Intergovernmental Programs and Problems", "International Affairs and Federal Operations", "Administration of National Security Policy", and "Management of America's Resources", which cut across agency lines, mission, and functional disciplines.

During Fiscal Year 1969, courses were attended by 620 individuals from other agencies at the Kings Point Center and by 637 at the Berkeley

Center. This compares with 569 at Kings Point and 634 at Berkeley during Fiscal Year 1968.

Spaces at these Centers are reserved on an annual basis by Federal departments and agencies; there are consistently more nominees than available spaces.

Federal Executive Institute

Sometimes called "A University in Public Service" the Federal Executive Institute was established by the U. S. Civil Service Commission at Charlottesville, Virginia in 1968 under the direction of the Chairman of the Commission. Its functional objectives are:

- to heighten responsiveness to national needs and goals
- to improve knowledge of managerial processes
- to increase appreciation of the totality of the governmental system

Open to the career administrators (GS-16 to 18) in the top ranks of Government, 226 individuals completed one of 4 eight-week residential sessions during Fiscal Year 1969. The program has been roughly divided into (1) an initial week of planning, (2) six weeks of development, and (3) one week of evaluation and future planning. The curriculum design provides individual study time and a number of different types of learning experiences including lectures, policy management studies, workshops, and several micro-seminars.

In addition to the regular eight week residential sessions, a series of short follow-up conferences for graduates of the eight week sessions are planned for Fiscal Year 1970. A number of one week seminars are also being planned.

BUREAU OF TRAINING SUPPORTING STAFF

From a strict standpoint the second major division of the Bureau--Training Analysis and Coordination--is not directly concerned with conducting interagency training. However, it does support interagency training in its broadest sense by performing certain functions and services for all agencies through the Washington staff and staff from each of the ten Regional Training Centers. For example, Training Analysis and Coordination is developing interagency training potential by asking agencies to report what courses they plan to offer, what courses they have the expertise to offer if a need for them could be demonstrated, and what unmet training needs agencies have which might be met on an interagency basis.

Agencies reported that they planned to offer courses that ranged from Equal Employment Opportunity to Computer Science. Listings of these courses are included in the various Interagency bulletins published annually by both the central and regional offices of the Commission. Each bulletin lists and briefly describes the individual courses available in their geographic area. In addition, each month the Bureau and the Regional Training Centers publish calendars updating the annual bulletins. This calendar shows course dates, titles, cost, description, and the name of the agency offering the course.

Several agencies mentioned needs which they indicated could be met through interagency training. The Bureau plans to use this information to identify existing resources to be made available, to assign training to agencies with special knowledge or competence, and to modify or increase Civil Service Commission-conducted training. This will become a model developed to allow national implementation in the Commission's 10 Regional Training Centers.

It would be an oversight, after discussing these functions of the Bureau, not to mention the other interagency services which the Bureau provides agencies. These include:

- Policy analysis and analysis of training management; surveillance over legislation affecting training and progress made in implementing recommendations of the Presidential Task Force Report on Career Advancement and the Henderson Subcommittee Report; and conduct of special studies on Government-wide administrative problems regarding training.
- Obtaining, maintaining, and disseminating information on Federal training needs, activities, and results; and promoting and coordinating utilization of non-Government training resources.
- Providing guidance and leadership in development, selection, evaluation, and utilization of modern instructional methods and training techniques to enhance the overall effectiveness of Federal training programs.

Despite the increase in the use of interagency training, agencies must continue to share their training resources to an even greater degree. By sharing resources, agencies can expect to achieve better training programs more economically and avoid costly duplication.

AGENCY TRAINING CENTERS

Agencies often meet their continually increasing and changing employees' training needs by establishing agency training centers to provide specialized agency-oriented training programs. The Civil Service Commission defines agency training centers as separate entities or identifiable organizations, with a specific budget allotment or fund control, curriculum or series of courses offered on a continuing basis, and a specific manpower ceiling or staff complement.

Twenty-one agencies operated 112 training centers during FY 69, providing training for 156,361 Federal and non-Federal personnel (compared with 96,639 in FY 68). This training was provided at a cost of $28,521,072 (a 45% increase over the corrected figure of $19,696,218 for FY 68). These centers are located in 35 states as well as in the Panama Canal Zone, Germany and Vietnam; and they employ over 2,167 faculty and staff members. The wide variety of courses offered in center curricula ranges from Instructor Training to Radiological Health.

These agency training centers are reported in a comprehensive directory published annually by the CSC's Bureau of Training, Agency Training Centers for Federal Employees which provides management and training officials with current information on the programs offered at each center, who may attend, and contacts for further information. The directory is also intended to encourage the sharing of agency training resources with other agencies, thus promoting effective economical utilization of training facilities throughout the Federal service.

Copies have been distributed to agency headquarters and field offices by CSC's Bureau of Training and Regional Training Center Directors. A limited number of copies are available upon request to agencies located in the Washington, D. C. area through the Training Information and Resources Division, Bureau of Training 632-5660. Agency field offices may obtain a limited number of copies by contacting the CSC Regional Training Center Director in their area.

OFF-CAMPUS STUDY CENTERS

The Government Employees Training Act encourages the use of non-Government training and education resources where appropriate, to meet the Government's needs for a highly-skilled, professional work force. In order to make educational opportunities more available to Federal employees, cooperative agreements are made between colleges and universities and Federal offices located throughout the U. S. The agency may provide classroom space, training supplies, or teaching aids; the university provides an instructional program tailored to meet the unique education and training requirements of the Federal service. The faculty usually consists of regular university staff supplemented by qualified agency employees who instruct on their own time and are paid by the university for this service.

In FY 69, 14 Federal agencies sponsored a total of 116 off-campus study centers in cooperation with 108 schools and universities. Over 26,000 employees attended centers located in 30 states, Washington, D.C., Puerto Rico, and Europe. The wide array of courses and programs offered include a Master's Degree program in Mathematics, and Certificate programs in Management Training.

The directory, Off-Campus Study Centers for Federal Employees is published by the Bureau of Training as a training resource document for Federal employees and agencies and contains current information on individual off-campus centers. The directory is intended to be a guide to cooperative education resource opportunities and a stimulant for agencies to meet future needs by furthering their creative relationships with universities.

Copies have been distributed to agency headquarters and field offices by CSC's Bureau of Training and Regional Training Center Directors. A limited number of copies are available upon request to agencies located in the Washington, D.C. area through the Training Information and Resources Division, Bureau of Training 632-5660. Agency field offices may obtain a limited number of copies by contacting the CSC Regional Training Center Director in their area.

STUDIES AND REPORTS

Many Federal agencies conduct studies and prepare reports and evaluations of various aspects of their training and educational programs as a part of their overall training effort. These agencies have several purposes in conducting these studies:

- To evaluate training programs
- To evaluate specific training methods
- To determine (and to find ways to determine training needs)
- To develop manpower utilization training programs

To encourage and facilitate wider utilization of such reports and evaluations, the Bureau of Training has compiled Studies and Reports Relating to Training and Education, to be used as a reference for study topics and a guide for research design.

As a part of their FY 69 annual training report to the Civil Service Commission 15 agencies included information on new studies and reports, 23 in progress and 25 completed. Their research during FY 69 produced such reports as "Post Course Evaluation Study of Nine Management and Supervisory Training Courses" (CSC); and "An Analysis of the NASA Manned Spacecraft Center's Incentive Awards Program and its Effect on Employee Motivation" (NASA).

Descriptions of these FY 69 studies as well as cross-indexes to studies reported in the FY 68 directory are contained in the current edition of Studies and Reports Relating to Training and Education.

Copies have been distributed to agency headquarters and field offices by CSC's Bureau of Training and Regional Training Center Directors. A limited number of copies are available upon request to agencies located in the Washington, D. C. area through the Training Information and Resources Division, Bureau of Training 632-5660. Agency field offices may obtain a limited number of copies by contacting the CSC Regional Training Center Director in their area.

LONG-TERM NON-GOVERNMENT TRAINING

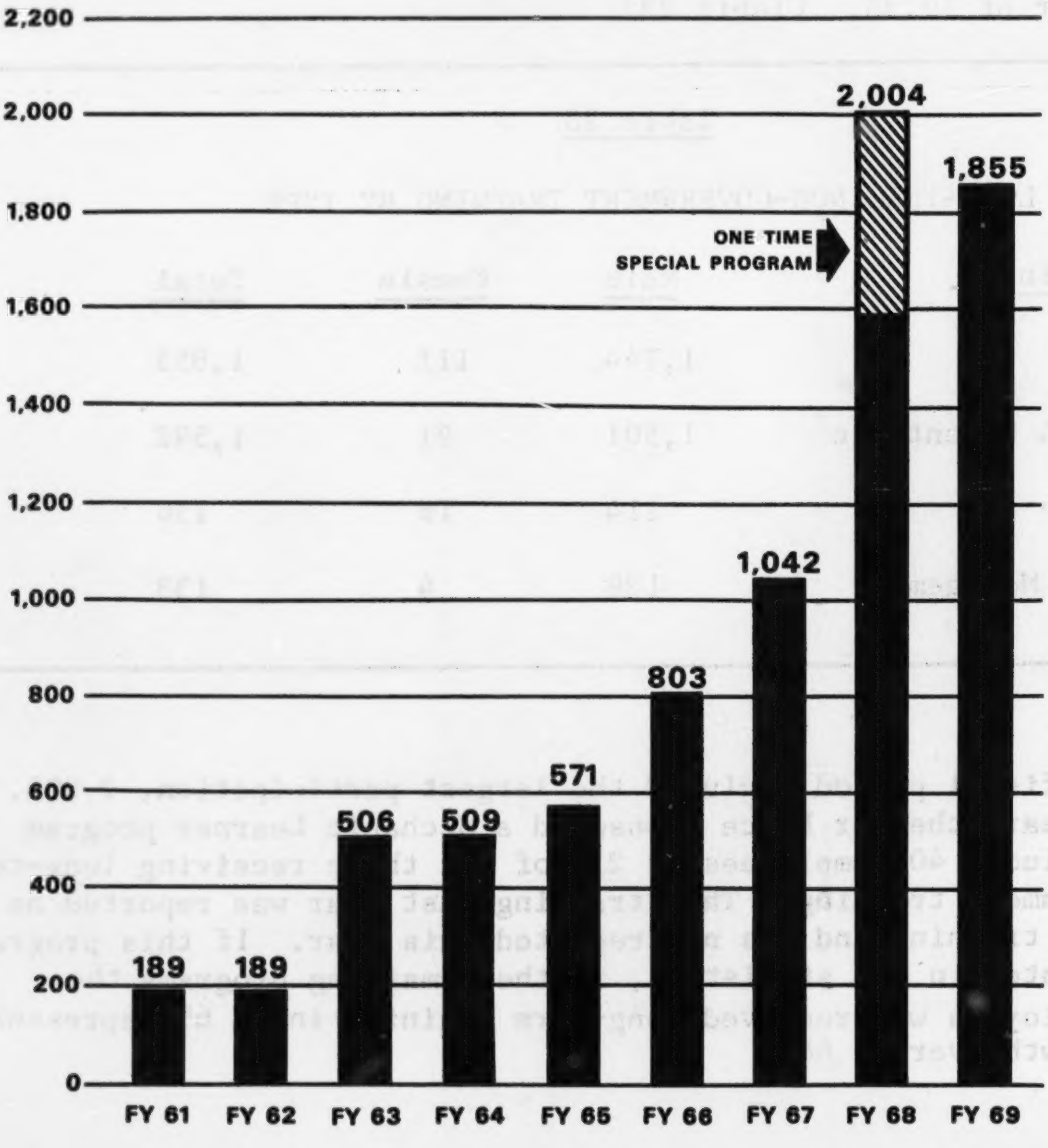
Some portions of the total training effort are discussed separately and in more detail because of their unique characteristics. Long-term non-Government training (defined as training through non-Government facilities of 120 days or more) is such a case.

PARTICIPATION

Since 1961, long-term non-Government training participation increased from 200 participants to 1,855 participants. (Figure 12)

FIGURE 12

PARTICIPATION IN LONG-TERM NON-GOVERNMENT TRAINING FY 61-69



Like the total training effort already discussed, long-term non-Government training participation increased in FY 69. This increase in 1969 was 16%, slightly higher than the total training increase.[5]

The majority of training was conducted in the area of professional and scientific study. Participants receiving this type of training number 1,592 or 85% of the total. This is an increase of 367 over FY 68. In the category of supervision and management, 133 participants received training. This represents a decrease of 38 participants, or 22%, from last year. The remaining 130 participants received training in the technical area. This is a 77% decrease from 1968. Even without the 405 Mechanic Learners who were included last year, there were 31 fewer participants receiving technical training in FY 69, a decrease from last year of 19.3%. (Table 23)

Table 23

LONG-TERM NON-GOVERNMENT TRAINING BY TYPE

Type of Training	Male	Female	Total
TOTAL	1,744	111	1,855
Professional & Scientific	1,501	91	1,592
Technical	114	16	130
Supervision & Management	129	4	133

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[5] The 1968 fiscal period included the largest participation, 2,004. In that year, the Air Force sponsored a Mechanic Learner program which included 405 employees or 23% of all those receiving long-term non-Government training. This training last year was reported as technical training and was not repeated this year. If this program is discounted in the statistics, in the remaining programs the 1,855 employees who received long-term training in FY 69 represent a 16% growth over FY 68.

From examining the position classification of the participants, it is evident that the overwhelming majority - 94% - of the participants were General Schedule employees, primarily in grades GS 9-12. Another 4.5% were Wage Systems employees. These employees received technical training. The remaining 1.5% were in other classification schedules. Overall, 94% of all those receiving long-term training were male. (Tables 24 and 25)

Table 24

LONG-TERM TRAINING BY PAY SYSTEM AND SEX OF PARTICIPANTS

Participation by Pay Systems	Male	Female	Total
TOTAL PAY SYSTEM	1,744	111	1,855
GS 01-04	3	1	4
GS 05-08	113	34	147
GS 09-12	939	62	1,001
GS 13-15	578	9	587
GS 16-18	6	0	6
TOTAL GS	1,639	106	1,745
WS Supervisory	1	0	1
WS Non-Supervisory	77	5	82
TOTAL WS	78	5	83
Other	27	0	27

Table 25

LONG-TERM TRAINING BY MAN-HOURS AND SEX OF PARTICIPANTS

Participation by Man-Hours	Male	Female	Total
TOTAL	2,374,869	137,098	2,511,967
GS 01-04	4,840	2,040	6,880
GS 05-08	132,502	39,399	171,901
GS 09-12	1,237,158	78,699	1,315,857
GS 13-15	776,160	10,960	787,120
GS 16-18	9,000	0	9,000
TOTAL GS	2,159,660	131,098	2,290,758
WS Supervisory	1,440	0	1,440
WS Non-Supervisory	94,052	6,000	100,052
TOTAL WS	95,492	6,000	101,052
Other	119,717	0	119,717

The participants were employed in every General Schedule occupational grouping except the GS-1400 Library and Archives Group. Nearly half of those receiving training (48.4%) were classified in two series; 28.3% were in the GS-800 Engineering and Architecture Group and 20.1% were in the GS-1300 Physical Sciences Group. Employees in Wage Systems accounted for 4.5% of the total. (Information was not available for 333 participants.[6] (Table 26)

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[6] The majority of these participants are employees of the National Security Agency which is prohibited by Section 6(a) of Public Law 86-36 from specifically identifying their employees. The remaining participants were unclassified or their classification could not be determined from the information provided.

Table 26

OCCUPATIONAL GROUPINGS OF PARTICIPANTS AND PERCENTAGE OF FEMALES

Occupational Group	Series	Total	% of Females in Workforce	% of Females Receiving Long-Term Training
Engineering, Architecture	GS-800	525	1.3	.19
Physical Sciences	GS-1300	373	10.2	1.1
Mathematical, Statistics	GS-1500	97	48.7	6.2
Biological Sciences	GS-400	88	6.4	3.4
Social Sciences, Psychology	GS-100	84	30.1	27.4
General Administration, Clerical, General Services	GS-300	83	73.9	14.5
Medical, Hospital, Dental, Public Health	GS-600	36	50.2	36.1
Education	GS-1700	32	24.6	3.1
Accounting, Budgeting	GS-500	31	50.2	6.5
Veterinary Medical Sciences	GS-700	27	1.0	0
Business, Industry	GS-1100	20	12.2	10.0
Personnel Management Industrial Relations	GS-200	10	56.8	30.0
Legal (Kindred Groups)	GS-900	8	47.5	0
Supply	GS-2000	8	49.7	0
Information, Arts	GS-100	6	31.9	0
Commodity, Quality Control Inspection, Grading	GS-1900	4	2.4	0
Copyright, Patent, Trade-Mark	GS-1200	2	6.8	0
Investigation	GS-1800	2	2.3	0
Miscellaneous	GS-000	1	4.3	100.0
Equipment, Facilities Services	GS-1600	1	1.7	0
Transportation	GS-2100	1	18.8	0
Library, Archives	GS-1400	0	65.3	0
Wage Systems		83	3.6	6.0
Others: Ungraded or for whom no information was reported		333		
TOTAL		1,855		

In examining long-term training participants, it is significant to note that while the use of long-term training has increased, the percentage of women receiving it has not kept pace with the percentage of women in the Federal service. For example, only 6% of the 1,592 participants who received professional or scientific training were female. In the category of supervision and management, only 5% of the 133 participants were female. Twelve percent of the 130 participants receiving technical training were female.

Women did show an 11% increase in the total number who received long-term training this year, from 100 women in 1968 to 111 women this year. Female participation had the largest increase in the area of professional and scientific training, their number growing from 60 to 91 (a 51.7% increase from 1968). In technical training, women participants decreased from 33 to 16 (a decrease of 51.5%). The number remained the same for women receiving supervision and management training. Finally, last year, 3 women received training in "Other" areas. No one was classified in that category this year.

By comparing the percentage of women in an occupational group with the percentage of women who received training in that group, we find that only two series, the GS-100 (Social Sciences, Psychology) and the GS-1100 (Business, Industry) are nearly proportional.

Expenditures

Expenditures also increased over 1968. The total amount spent for long-term training this year was $3,810,603, an increase of $302,019 or 8% over Fiscal Year 1968. Sixty-one percent of this was spent for tuition or related fees. (Table 27)

Table 27

EXPENDITURES FOR LONG-TERM NON-GOVERNMENT TRAINING

	Amount
TOTAL	$3,810,603
Tuition and Related Fees	2,320,741
Transportation	681,121
Per Diem	871,741

Expenditures amounted to approximately $2,054.23 per participant or $1.52 per man-hour exclusive of salary. Last year, the estimated cost per man-hour was $1.29.

The Presidential Task Force on Career Advancement in its appendix, Self and Service Enrichment through Federal Training, recommending the use of long-term training has said, "Agencies whose work is supported by fully-qualified professionals should look carefully into the advantages of long-term training....now possible under the Training Act of 1958 .... The potential benefits to the career service appear to be no delay in pursuing this effort." From the growing use of long-term training, it appears that agencies have accepted this recommendation and have found long-term training to be a successful means for meeting some of their training needs. Agencies should continue to carefully examine their training needs and to use long-term non-Government training when they have determined that such training is the most effective means of meeting their needs. The decision to use this form of training should be made only after it has been determined that the special training needed is not reasonably available in any government facility at present or in the foreseeable future. Agencies must also make a special effort to see that women receive equal consideration for participating in long-term non-Government training.

CONTRIBUTIONS OF TRAINING

Federal agencies, in submitting their annual report on training activities, were asked to report examples of five categories of training. These categories, suggested by the Henderson Subcommittee when it issued the results of its study of Federal training in 1967, were developed from the reasons agencies gave for undertaking training and include:

training to improve the performance of current duties;

training in anticipation of future program and staffing needs;

training given as a result of new missions or programs;

training to keep employees abreast of technological advances and to maintain proficiency in specialization; and

training to develop unavailable skills.

Collectively, agencies reported training in all five categories although individually, a few of the smaller agencies did not report examples in each category. We have selected the following typical examples from all those reported.

What training was conducted to improve the performance of current duties?

During the past year, the Bureau of Commercial Fisheries (Interior) inaugurated its Executive School, an effort to improve the managerial performance of its executives. Three sessions, each lasting two weeks, were held at the Red Cross National Training Center in Charlottesville, Virginia for a total of 87 Bureau executives. The objectives of the School are to improve the performance of Bureau executives by (1) providing an opportunity for open communication among a cross section of Bureau executives; (2) increasing their awareness of the findings of behavioral science research and its applications to Bureau management; (3) providing them with an opportunity for self-examination; (4) stimulating continuing self-development; and (5) encouraging new approaches and techniques to demands placed upon the Bureau.

The Federal Bureau of Investigation periodically brings in Special Agents for refresher courses of two weeks duration. These in-service courses are designed to keep the agents up-to-date on investigation techniques, policy matters, administrative matters, court decisions and other material necessary for them to fulfill their responsibilities.

A specific example of training to improve performance in which dollar benefits were attributed to training concerns the attendance of an employee at an Aviation Fuel Monitoring Course. Upon completion of this training, the employee corrected improper test procedures and trained 12 other personnel in proper procedures for making fuel tests analyses. As a result of the use of more effective test analysis procedures, an estimated 480 man-hours were saved per year.

As a result of a State Department's GS-13 Personnel Officer taking the course, Position Classification for Managers, she was able to assume the additional responsibility of job classifier, thus permitting a vacated GS-11 position to be replaced at the GS-7 level with a considerable dollar savings. In addition, with the sophistication and expertise she acquired from the course, she was able to make specific suggestions to supervisors and division chiefs resulting in improved staff utilization through the restructuring of jobs to provide for more trainee positions at lower levels. Better utilization of employees in all positions was also achieved.

What training was conducted in anticipation of future program and staffing needs?

In this area, one Air Force base made significant changes to their apprenticeship program. The first of these is the use of the transitional appointment authority to enable them to further the Presidential goal of assisting Vietnam veterans. A second departure is the use of the capabilities of the local junior colleges to offer classes which formerly were taught by the base personnel. This represents a rather significant savings in instructor cost to them. At the same time, they require as a condition of satisfactory completion that each apprentice enrolled in the electronics field take enough general education courses on his own time so that at the end of the training period, he will concurrently meet the qualifications for journeyman level in his trade and earn an AA degree in electronics and communication technology.

The Government Printing Office has a continuing need for planners in their Printing Procurement operation. A training program has been developed wherein groups of craftsmen are detailed for 90 or 120 days of training before vacancies cause the sections to become overly busy. These craftsmen are then returned to their former positions and constitute a pool of partially trained manpower available to fill vacancies as they occur.

At the Department of Agriculture, 16 ARS scientists received training in a course entitled "Electronics for Scientists" to enable them to make full use of electronic apparatus. Also, they are able to undertake modifications of existing instruments to better suit their purpose. This should also amount to substantial savings of outside contractors' fees.

The Department of Commerce has developed a career management program designed to provide for the development and promotion of a Trade Specialist. These employees, through on-the-job assignments in the Bureau of International Commerce, Business and Defense Service Administration and Office of the Field Services, and supplemental classroom work, will be equipped to perform effectively in both domestic and Foreign Service posts.

What training was given as a result of new missions or programs?

In preparation for new responsibilities resulting from truth-in-lending legislation, the Federal Trade Commission sponsored a two-day seminar for approximately 50 employees representing all the field offices. An immediate effect from this training was a nationwide staff better able to answer the myriad questions surrounding this new legislation.

In connection with the establishment of Air Pollution Programs at New York, Philadelphia, and Washington, D.C., the Department of Commerce gave two courses: Observing Low-Level Soundings and Computerized Upper Air Observations. In addition, courses in Microwave

Measurements and Russian increased the effectiveness of an employee invited to spend a year at the Russian station in Antartica on a new mission.

The acquisition of microelectronics facilities by one Air Force base generated a need for skills not available in that area. Since additional manpower could not be obtained, it was necessary to train assigned personnel in this new field. A 200-hour program was devised and conducted by engineers of the Advanced Systems Branch to develop the requisite skills of six Engineer Technicians. They were instructed in all microelectronics operations; areas of specialization included photo reduction; coordinatograph, thick film deposition, wire bond, and R. F. sputtering.

The Small Business Administration sponsored a 40-hour Community Development Program, which will ultimately be administered to over 300 SBA employees. The program, which was developed for SBA loan officers and management assistance officers teaches skills in how to help communities bring about economic growth. The course material draws heavily on the experience state authorities have had in promoting balanced economic growth within communities.

What training was conducted to keep employees abreast of technological advances and to maintain proficiency in specialization?

A total of 398 employees of the U. S. Army at one post, having skills in a rapidly changing technology received state-of-the-art training through off-campus non-Government sources. This represents a 25% increase over

FY 68 and costs per employee were reduced from $352 in FY 68 to $212 in FY 69.

In 1969, a program was developed by the Veterans Administration with the Medical Television Network of the University of California which brought a series of 36 selected videotapes to 60 VA hospitals not affiliated with a medical school and at locations remote from medical teaching centers. In 1969, approximately 26,000 persons viewed programs which helped them keep up to date with a variety of medical and nursing subjects.

Top management and staff officers at the headquarters and regional levels of the Bureau of Customs received a variety of training experiences in the area of Union Management Relations. During the Fiscal Year, 6 of the 9 Regional Commissions of Customs attended the Navy Department's 3-day "Negotiations Seminar." An attorney at Bureau headquarters was enrolled in a Law School course "Labor Relations Institute".

Goddard Space Flight Center has a specialized course in Image Data Processing designed and presented to staff scientists and engineers supporting the Earth Resources Technological Satellite Program. In this program, the most advanced technological concepts, systems and applications relating to optical image processing, pictorial pattern recognition, and geometrical manipulation of digital pictures was presented.

The Department of Justice established a new "Training Program for Electronic Technicians" for the purpose of updating the knowledge and skills of the Immigration and Naturalization Service's electronic technicians and radio operations.

What training was conducted to develop unavailable skills?

Several regional offices of the Public Buildings Service of the General Services Administration conducted training programs aimed at upgrading selected custodial laborers to the ranks of semi-skilled mechanics and mechanic helpers. These trainees progress through a series of details, rotational assignments, on-the-job and formal training courses to become qualified for higher level positions. A similar type program exists for training mechanics to progress to foremen and building superintendent positions.

In an effort to improve driving skills and to reduce motor vehicle accidents involving Defense Supply Agency personnel, Operator/ Instructor Training on Model 600 Media Master Instructional System Course was attended by Safety Directors. This course consisted of 64 hours of training at Lackland AFB, Texas. This training will enable the Safety Directors to test and instruct motor vehicle operators in safe driver training. It is planned that the equipment and training materials will be circulated to all DSA primary level field activities, thereby providing Safety Directors the facilities to train all DSA motor vehicle operators.

The Air Force, as the sole user of Laser Photographic Reconnaissance, a highly developed "State of the Art" type of photographic set employing light illumination, has had to develop its own facilities for teaching this skill. It employs electro, electronic, mechanical and optical systems in its operation. The Laser Title Transceiver Record Assembly emits a beam of light amplified by stimulated emission of radiation to illuminate the area under surveillance. The reflected beam is sensed in the received section and transmitted via optical system for recording on film. Film processing and interpretation is then accomplished by conventional methods.

This process being new and unique, required acquisition of skills and knowledges not heretofore available in order to manage, provide engineering support, and install the equipment in USAF aircraft.

Training was obtained from the manufacturer for a Computer Photo Equipment Repairer Foreman, a Computer Photo Equipment Repairer, an Equipment Specialist (Photo) and an Electronic Technician.

As a result of this training, Reconnaissance sets were and are being installed in the carrier aircraft. Technical and engineering support is being given to accomplish the Air Force mission. Also, the acquisition of these new skills and knowledge enabled Hill AFB personnel to develop improved techniques and methods of calibration, operating procedures, and safety.

Agencies trained for each of the reasons identified by the Henderson Subcommittee report: to improve the performance of current duties; in anticipation of future program and staffing needs; to perform new missions or programs; to keep employees abreast of technological advances and to maintain proficiency in specialization; and to develop unavailable skills. These efforts were designed for field installations as well as for agency headquarters.

This report reflects the conscientious efforts that all agencies of Government are undertaking, in maintaining training records and reporting training activities. Although readers of this report may find areas for improvement in some aspects of the Government's training effort, the Civil Service Commission believes that Government training has made a significant contribution toward the achievement of agency goals and national policies.

PART III

STATISTICAL REVIEW OF TRAINING

INTRODUCTION

This section of the report contains statistical data reported to the Civil Service Commission through the Annual Report of Training.

The first table summarizes the total training activities that occurred in all agencies during fiscal year 1969. The following tables reflect various aspects of this data broken down by agency.

The tables show participation by pay systems, sex, types and source of training, man-hours and expenditures of training.

AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agriculture, Department of	AGRIC
Air Force, Department of	A F
Arms Control and Disarmament Agency	ARMS CONT DISARM
Army, Department of	ARMY
Art, National Gallery of	NAT ART GALLERY
Atomic Energy Commission	A E C
Bureau of the Budget	B O B
Canal Zone Government	PANAMA CANAL
Civil Aeronautics Board	C A B
Civil Service Commission	C S C
Civil Right, Commission on	COMM ON CIV RTS
Commerce, Department of	COMMERCE
Defense, Department of	DEFENSE
Defense Supply Agency	D S A
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
D. C. Redevelopment Land Agency	D C REDV LAND AG
D. C. Unemployment Compensation Board	D C UNEM COMP BD
Economic Opportunity, Office of	O E O
Emergency Preparations, Office of	O E P
Equal Employment Opportunity Commission	E E O C
Farm Credit Administration	FARM CREDIT
Federal Communications Commission	F C C
Federal Home Loan Bank Board	FHLBB
Federal Maritime Commission	MARIT COMM
Federal Mediation and Conciliation Service	FED MED CON SVC
Federal Power Commission	F P C
Federal Trade Commission	F T C
Foreign Claims Settlement Commission	F C S C
General Accounting Office	G A O
General Services Administration	G S A
Government Printing Office	G P O
Health, Education and Welfare, Department of	D H E W
Housing and Urban Development, Department of	H U D
Information Agency, United States	U S I A
Interior, Department of the	INTERIOR
International Development, Agency for	A I D
Interstate Commerce Commission	I C C
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CON
National Aeronautics and Space Administration	N A S A
National Capital Housing Authority	NAT CAP HOUSING

AGENCY	ABBREVIATION
National Capital Planning Commission	NAT CAP PLAN
National Foundation on the Arts and Humanities	FOUND ART HUM
National Labor Relations Board	N L R B
National Science Foundation	N S F
Navy, Department of the	NAVY
Panama Canal Company	PANAMA CANAL
Post Office, Department of	P O
Railroad Retirement Board	RR RET BD
Renegotiation Board	RENEGOT BD
Securities and Exchange Commission	S E C
Selective Service Commission	SEL SVC
Small Business Administration	S B A
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Tariff Commission, United States	TARIFF COMM
Tax Court of the United States	TAX CT
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	V A

TRAINING PARTICIPATION SUMMARY

	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTAL		
PARTICIPATION BY PAY SYSTEM	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
GS 01-04	31939	71868	103807	938	4781	5719	3	1	4	3025	5566	8591	35905	82216	118121
GS 05-08	75879	47538	123417	5385	7856	13241	113	34	147	16285	10503	26788	97662	65931	163593
GS 09-12	170618	19108	189726	23711	3760	27471	939	62	1001	58154	7110	65264	253422	30040	283462
GS 13-15	40469	1152	41621	12754	570	13324	578	9	587	32231	1212	33443	86032	2943	88975
GS 16-18	618	1	619	611	7	618	6	0	6	988	11	999	2223	19	2242
TOTAL GS	319523	139667	459190	43399	16974	60373	1639	106	1745	110683	24402	135085	475244	181149	656393
WS-SPV	70614	3844	74458	1691	33	1724	1	0	1	8450	90	8540	80756	3967	84723
WS-N/SPV	58745	6604	65349	2052	47	2099	77	5	82	8157	316	8473	69031	6972	76003
TOTAL WS	129359	10448	139807	3743	80	3823	78	5	83	16607	406	17013	149787	10939	160726
OTHER	188004	52271	240275	4732	1438	6170	27	0	27	10327	2251	12578	203090	55960	259050
TOTAL	636886	202386	839272	51874	18492	70366	1744	111	1855	137617	27059	164676	828121	248048	1076169
PARTICIPATION BY TYPE															
PROF-SCI	77773	25385	103158	11289	2466	13755	1501	91	1592	56705	8681	65386	147268	36623	183891
TECH	261131	71436	332567	12187	3485	15672	114	16	130	47993	7967	55960	321425	82904	404329
SPV-MGMT	107142	23145	130287	18218	2700	20918	129	4	133	15306	2232	17538	140795	28081	168876
OTHER	190840	82420	273260	10180	9841	20021	0	0	0	17613	8179	25792	218633	100440	319073
TOTAL	636886	202386	839272	51874	18492	70366	1744	111	1855	137617	27059	164676	828121	248048	1076169
PARTICIPANT MAN-HOURS															
GS 01-04	1597082	2791795	4388877	26188	155871	182059	4840	2040	6880	166526	221607	388133	1794636	3171313	4965949
GS 05-08	5050724	2509892	7560616	195580	273001	468581	132502	39399	171901	847291	431009	1278300	6226097	3253301	9479398
GS 09-12	8816629	973653	9790282	929827	135530	1065357	1237158	78699	1315857	3072743	330117	3402860	14056357	1517999	15574356
GS 13-15	1886545	47901	1934446	514012	19175	533187	776160	10960	787120	1508882	41746	1550628	4685599	119782	4805381
GS 16-18	26535	16	26551	40567	1178	41745	9000	0	9000	41214	334	41548	117316	1528	118844
TOTAL GS	17377515	6323257	23700772	1706174	584755	2290929	2159660	131098	2290758	5636656	1024813	6661469	26880005	8063923	34943928
WS-SPV	1263709	36541	1300250	97682	1719	99401	1440	0	1440	479858	3056	482914	1842689	41316	1884005
WS-N/SPV	5425587	337598	5763185	57957	1189	59146	94052	6000	100052	503202	20638	523840	6080798	365425	6446223
TOTAL WS	6689296	374139	7063435	155639	2908	158547	95492	6000	101492	983060	23694	1006754	7923487	406741	8330228
OTHER	6535741	1850625	8386366	321894	122440	444334	119717	0	119717	460440	85380	545820	7437792	2058445	9496237
TOTAL	30602552	8548021	39150573	2183707	710103	2893810	2374869	137098	2511967	7080156	1133887	8214043	42241284	10529109	52770393

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL MALE	INTERNAL FEMALE	INTERNAL TOTAL	INTERAGENCY MALE	INTERAGENCY FEMALE	INTERAGENCY TOTAL	NON-GOVT LONG TERM MALE	NON-GOVT LONG TERM FEMALE	NON-GOVT LONG TERM TOTAL	NON-GOVT SHORT TERM MALE	NON-GOVT SHORT TERM FEMALE	NON-GOVT SHORT TERM TOTAL	ALL SOURCES MALE	ALL SOURCES FEMALE	ALL SOURCES TOTAL
DEFENSE	327510	79320	406830	18017	6400	24417	1179	67	1246	75641	10317	85958	422347	96104	518451
ARMY	(115544)	(35289)	(150833)	(7725)	(3020)	(10745)	(304)	(15)	(319)	(26071)	(4635)	(30706)	(149644)	(42959)	(192603)
NAVY	(102581)	(16518)	(119099)	(6592)	(1969)	(8561)	(313)	(5)	(318)	(32369)	(3025)	(35394)	(141855)	(21517)	(163372)
A F	(75716)	(19234)	(94950)	(2298)	(858)	(3156)	(298)	(7)	(305)	(12788)	(1601)	(14389)	(91100)	(21700)	(112800)
DSA	(21345)	(4586)	(25931)	(553)	(219)	(772)	(7)	(2)	(9)	(2285)	(643)	(2928)	(24190)	(5450)	(29640)
OTHER DEFENSE	(12324)	(3693)	(16017)	(849)	(334)	(1183)	(257)	(38)	(295)	(2128)	(413)	(2541)	(15558)	(4478)	(20036)
P O	116543	23431	139974	1362	290	1652	3	0	3	2358	211	2569	120266	23932	144198
TREAS	36726	30773	67499	1898	655	2553	8	0	8	2646	759	3405	41278	32187	73465
AGRIC	47540	4840	52380	4345	1338	5683	121	1	122	7034	1511	8545	59040	7690	66730
V A	15307	18807	34114	2120	1040	3160	9	0	9	4935	3120	8055	22371	22967	45338
INTERIOR	23341	4270	27611	6278	1754	8032	65	5	70	6038	1309	7347	35722	7338	43060
DHEW	8919	14048	22967	2949	1531	4480	74	14	88	5324	2901	8225	17266	18494	35760
TRANS	16934	1446	18380	2062	464	2526	36	0	36	2481	508	2989	21513	2418	23931
NASA	2292	321	2613	1424	272	1696	118	0	118	15645	1563	17208	19479	2156	21635
D C GOVT	8783	2988	11771	445	200	645	6	18	24	2948	1066	4014	12182	4272	16454
JUSTICE	8289	4391	12680	940	161	1101	2	0	2	1849	282	2131	11080	4834	15914
COMMERCE	2865	4862	7727	1612	550	2162	80	0	80	3642	990	4632	8199	6402	14601
GSA	6300	1464	7764	1954	644	2598	1	0	1	1148	317	1465	9403	2425	11828
PANAMA CANAL ..	4428	1141	5569	536	55	591	1	0	1	271	40	311	5236	1236	6472
LABOR	2280	1217	3497	587	426	1013	3	1	4	846	646	1492	3716	2290	6006
SEL SVC	960	4470	5430	87	178	265	0	0	0	4	8	12	1051	4656	5707
AID	667	248	915	1692	893	2585	4	2	6	561	304	865	2924	1447	4371
HUD	961	1194	2155	509	232	741	6	0	6	370	128	498	1846	1554	3400
AEC	605	277	882	610	153	763	11	1	12	1524	206	1730	2750	637	3387
SBA	1271	437	1708	240	124	364	0	0	0	274	74	348	1785	635	2420
GAO	1008	179	1187	374	39	413	4	0	4	516	45	561	1902	263	2165

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
USIA	264	624	888	113	121	234	0	0	0	115	37	152	492	782	1274
CSC	52	149	201	496	250	746	1	0	1	104	32	136	653	431	1084
LIB CON	213	297	510	47	90	137	0	0	0	148	140	288	408	527	935
STATE	433	168	601	94	79	173	2	0	2	75	49	124	604	296	900
SMITH INST ..	599	81	680	48	43	91	1	0	1	40	13	53	688	137	825
GPO	365	37	402	88	29	117	0	0	0	144	35	179	597	101	698
OEO..........	63	29	92	176	70	246	4	0	4	174	101	275	417	200	617
RR RET BD ...	134	223	357	46	31	77	0	0	0	31	95	126	211	349	560
SEC	335	33	368	23	31	54	0	0	0	46	28	74	404	92	496
FPC	116	73	189	114	12	126	0	1	1	153	9	162	383	95	478
FHLBB	100	42	142	143	30	173	0	0	0	65	10	75	308	82	390
NSF	69	82	151	70	24	94	0	0	0	49	32	81	188	138	326
CAB	54	86	140	63	9	72	1	0	1	86	15	101	204	110	314
FTC	19	122	141	37	55	92	0	0	0	37	10	47	93	187	280
SOLDIERS HOME	98	32	130	14	24	38	0	0	0	68	44	112	180	100	280
EEOC	163	42	205	21	22	43	0	0	0	0	1	1	184	65	249
FCC	61	35	96	40	23	63	0	0	0	21	35	56	122	93	215
ICC	90	35	125	19	19	38	0	0	0	15	4	19	124	58	182
BOB	38	6	44	44	16	60	2	1	3	37	13	50	121	36	157
FED MED CON SVC	62	1	63	5	2	7	0	0	0	16	1	17	83	4	87
NLRB	4	0	4	35	24	59	2	0	2	13	4	17	54	28	82
DC UNEM COMP BD	24	27	51	0	0	0	0	0	0	12	12	24	36	39	75

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
OEP	0	0	0	15	20	35	0	0	0	25	2	27	40	22	62
DC REDV LAND AG	1	18	19	10	15	25	0	0	0	10	5	15	21	38	59
COMM ON CIV RTS	0	20	20	8	18	26	0	0	0	2	0	2	10	38	48
MARIT COMM	0	0	0	12	3	15	0	0	0	11	11	22	23	14	37
NAT CAP HOUSING	0	0	0	15	8	23	0	0	0	9	0	9	24	8	32
ARMS CONT DISARM	0	0	0	13	10	23	0	0	0	6	2	8	19	12	31
TARIFF COMM	0	0	0	4	4	8	0	0	0	17	6	23	21	10	31
FARM CREDIT	0	0	0	3	3	6	0	0	0	20	3	23	23	6	29
FOUND ART HUM	0	0	0	8	3	11	0	0	0	3	2	5	11	5	16
NAT ART GALLERY	0	0	0	7	4	11	0	0	0	1	2	3	8	6	14
NAT CAP PLAN	0	0	0	0	0	0	0	0	0	6	0	6	6	0	6
RENEGOT BD	0	0	0	1	1	2	0	0	0	3	0	3	4	1	5
TAX CT	0	0	0	0	0	0	0	0	0	0	1	1	0	1	1
FCSC	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
TOTAL	636886	202386	839272	51874	18492	70366	1744	111	1855	137617	27059	164676	828121	248048	1076169

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROF AND SCI MALE	PROF AND SCI FEMALE	PROF AND SCI TOTAL	TECHNICAL MALE	TECHNICAL FEMALE	TECHNICAL TOTAL	SPV AND MGMT MALE	SPV AND MGMT FEMALE	SPV AND MGMT TOTAL	ALL OTHER MALE	ALL OTHER FEMALE	ALL OTHER TOTAL	ALL TYPES MALE	ALL TYPES FEMALE	ALL TYPES TOTAL
DEFENSE	48205	4774	52979	210284	36578	246862	75911	14178	90089	87947	40574	128521	422347	96104	518451
ARMY	(20367)	(2384)	(22751)	(65089)	(15378)	(80467)	(33738)	(6741)	(40479)	(30450)	(18456)	(48906)	(149644)	(42959)	(192603)
NAVY	(14654)	(825)	(15479)	(67940)	(7687)	(75627)	(23649)	(3232)	(26881)	(35612)	(9773)	(45385)	(141855)	(21517)	(163372)
A F	(7891)	(838)	(8729)	(52143)	(7829)	(59972)	(10926)	(2109)	(13035)	(20140)	(10924)	(31064)	(91100)	(21700)	(112800)
DSA	(488)	(160)	(648)	(17935)	(3109)	(21044)	(5192)	(1745)	(6937)	(575)	(436)	(1011)	(24190)	(5450)	(29640)
OTHER DEFENSE	(4805)	(567)	(5372)	(7177)	(2575)	(9752)	(2406)	(351)	(2757)	(1170)	(985)	(2155)	(15558)	(4478)	(20036)
P O	1139	282	1421	39367	11703	51070	22750	1685	24435	57010	10262	67272	120266	23932	144198
TREAS	23432	7791	31223	8645	18747	27392	5060	2184	7244	4141	3465	7606	41278	32187	73465
AGRIC	18029	1967	19996	14042	954	14996	7792	572	8364	19177	4197	23374	59040	7690	66730
V A	7503	10132	17635	5016	3310	8326	4560	2795	7355	5292	6730	12022	22371	22967	45338
INTERIOR	9706	1528	11234	6110	722	6832	6385	1974	8359	13521	3114	16635	35722	7338	43060
DHEW	7528	4278	11806	3318	3801	7119	3107	1663	4770	3313	8752	12065	17266	18494	35760
TRANS	2420	155	2575	11366	301	11667	2317	177	2494	5410	1785	7195	21513	2418	23931
NASA	9336	416	9752	4996	465	5461	2750	113	2863	2397	1162	3559	19479	2156	21635
D C GOVT	3206	2290	5496	5685	94	5779	564	504	1068	2727	1384	4111	12182	4272	16454
JUSTICE	4608	299	4907	847	652	1499	1751	92	1843	3874	3791	7665	11080	4834	15914
COMMERCE	2895	441	3336	2812	4009	6821	1442	367	1809	1050	1585	2635	8199	6402	14601
GSA	1233	256	1489	4994	737	5731	1869	357	2226	1307	1075	2382	9403	2425	11828
PANAMA CANAL	758	84	842	663	44	707	400	84	484	3415	1024	4439	5236	1236	6472
LABOR	1019	511	1530	369	174	543	699	135	834	1629	1470	3099	3716	2290	6006
SEL SVC	19	10	29	10	3	13	233	329	562	789	4314	5103	1051	4656	5707
AID	929	213	1142	169	31	200	91	33	124	1735	1170	2905	2924	1447	4371
HUD	409	109	518	117	35	152	603	300	903	717	1110	1827	1846	1554	3400
AEC	782	62	844	631	92	723	356	21	377	981	462	1443	2750	637	3387
SBA	1121	215	1336	236	21	257	255	62	317	173	337	510	1785	635	2420
GAO	649	76	725	269	23	292	404	23	427	580	141	721	1902	263	2165

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROF AND SCI MALE	PROF AND SCI FEMALE	PROF AND SCI TOTAL	TECHNICAL MALE	TECHNICAL FEMALE	TECHNICAL TOTAL	SPV AND MGMT MALE	SPV AND MGMT FEMALE	SPV AND MGMT TOTAL	ALL OTHER MALE	ALL OTHER FEMALE	ALL OTHER TOTAL	ALL TYPES MALE	ALL TYPES FEMALE	ALL TYPES TOTAL
USIA	69	39	108	76	21	97	171	29	200	176	693	869	492	782	1274
CSC	351	103	454	71	17	88	166	56	222	65	255	320	653	431	1084
LIB CON	158	218	376	64	53	117	93	42	135	93	214	307	408	527	935
STATE	198	85	283	80	30	110	99	46	145	227	135	362	604	296	900
SMITH INST	28	1	29	294	38	332	156	10	166	210	88	298	688	137	825
GPO	35	7	42	352	42	394	114	8	122	96	44	140	597	101	698
OEO	112	38	150	86	16	102	122	61	183	97	85	182	417	200	617
RR RET BD	14	5	19	101	98	199	42	18	60	54	228	282	211	349	560
SEC	338	33	371	11	3	14	34	6	40	21	50	71	404	92	496
FPC	184	8	192	59	3	62	131	55	186	9	29	38	383	95	478
FHLBB	128	4	132	17	1	18	75	2	77	88	75	163	308	82	390
NSF	41	12	53	39	28	67	32	21	53	76	77	153	188	138	326
CAB	58	7	65	73	18	91	33	5	38	40	80	120	204	110	314
FTC	67	9	76	5	2	7	13	9	22	8	167	175	93	187	280
SOLDIERS HOME	34	68	102	57	0	57	89	32	121	0	0	0	180	100	280
EEOC	166	44	210	3	1	4	8	2	10	7	18	25	184	65	249
FCC	8	7	15	19	8	27	32	3	35	63	75	138	122	93	215
ICC	58	2	60	10	11	21	17	3	20	39	42	81	124	58	182
BOB	54	6	60	12	3	15	12	0	12	43	27	70	121	36	157
FED MED CON SVC	79	1	80	2	1	3	2	0	2	0	2	2	83	4	87
NLRB	42	6	48	6	3	9	4	6	10	2	13	15	54	28	82
DC UNEM COMP BD	7	2	9	6	2	8	20	10	30	3	25	28	36	39	75
OEP	14	2	16	10	0	10	9	0	9	7	20	27	40	22	62

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROF AND SCI MALE	FEMALE	TOTAL	TECHNICAL MALE	FEMALE	TOTAL	SPV AND MGMT MALE	FEMALE	TOTAL	ALL OTHER MALE	FEMALE	TOTAL	ALL TYPES MALE	FEMALE	TOTAL
DC REDV LAND AG	12	6	18	2	0	2	6	4	10	1	28	29	21	38	59
COMM ON CIV RTS	8	4	12	0	1	1	1	3	4	1	30	31	10	38	48
MARIT COMM	17	4	21	0	0	0	0	0	0	6	10	16	23	14	37
NAT CAP HOUSING	15	3	18	2	2	4	6	0	6	1	3	4	24	8	32
ARMS CONT DISARM	11	1	12	3	0	3	0	1	1	5	10	15	19	12	31
TARIFF COMM	14	4	18	6	2	8	0	0	0	1	4	5	21	10	31
FARM CREDIT	8	1	9	8	0	8	4	0	4	3	5	8	23	6	29
FOUND ART HUM	7	2	9	3	2	5	1	0	1	0	1	1	11	5	16
NAT ART GALLERY	2	0	2	1	2	3	2	1	3	3	3	6	8	6	14
NAT CAP PLAN	0	0	0	1	0	1	2	0	2	3	0	3	6	0	6
RENEGOT BD ..	4	1	5	0	0	0	0	0	0	0	0	0	4	1	5
TAX CT	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1
FCSC	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
TOTALS	147268	36623	183891	321425	82904	404329	140795	28081	168876	218633	100440	319073	828121	248048	1076169

PARTICIPATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	236948	72562	309510	129669	7478	137147	55730	16064	71794	422347	96104	518451
ARMY	(96243)	(32096)	(128339)	(22720)	(1572)	(24292)	(30681)	(9291)	(39972)	(149644)	(42959)	(192603)
NAVY	(59871)	(18226)	(78097)	(72290)	(2783)	(75073)	(9694)	(508)	(10202)	(141855)	(21517)	(163372)
A F	(43643)	(12591)	(56234)	(32115)	(2903)	(35018)	(15342)	(6206)	(21548)	(91100)	(21700)	(112800)
DSA	(22395)	(5190)	(27585)	(1782)	(201)	(1983)	(13)	(59)	(72)	(24190)	(5450)	(29640)
OTHER DEFENSE	(14796)	(4459)	(19255)	(762)	(19)	(781)	(0)	(0)	(0)	(15558)	(4478)	(20036)
P O	774	234	1008	0	0	0	119492	23698	143190	120266	23932	144198
TREAS	39584	31621	71205	1380	472	1852	314	94	408	41278	32187	73465
AGRIC	54363	7605	61968	1840	12	1852	2837	73	2910	59040	7690	66730
V A	15325	12970	28295	3595	1922	5517	3451	8075	11526	22371	22967	45338
INTERIOR	27753	7004	34757	4859	214	5073	3110	120	3230	35722	7338	43060
DHEW	15354	17846	33200	440	501	941	1472	147	1619	17266	18494	35760
TRANS	20170	2412	22582	1314	2	1316	29	4	33	21513	2418	23931
NASA	17217	2152	19369	2130	4	2134	132	0	132	19479	2156	21635
D C GOVT	3000	1560	4560	250	8	258	8932	2704	11636	12182	4272	16454
JUSTICE*.....	10000	4739	14739	695	16	711	385	79	464	11080	4834	15914
COMMERCE	7620	6330	13950	141	5	146	438	57	505	8199	6402	14601
GSA	6729	2144	8873	2591	280	2871	83	1	84	9403	2425	11823
PANAMA CANAL	1677	1194	2871	520	0	520	3039	42	3081	5236	1236	6472
LABOR	3715	2290	6005	1	0	1	0	0	0	3716	2290	6006
SEL SVC	338	770	1108	0	0	0	713	3886	4599	1051	4656	5707
AID	442	579	1021	0	0	0	2482	868	3350	2924	1447	4371
HUD	1846	1554	3400	0	0	0	0	0	0	1846	1554	3400
AEC	2666	626	3292	9	0	9	75	11	86	2750	637	3387
SBA	1781	628	2409	2	0	2	2	7	9	1785	635	2420
GAO	1902	263	2165	0	0	0	0	0	0	1902	263	2165

PARTICIPATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
USIA	448	776	1224	29	0	29	15	6	21	492	782	1274
CSC	652	431	1083	1	0	1	0	0	0	653	431	1084
LIB CON	408	527	935	0	0	0	0	0	0	408	527	935
STATE	587	294	881	12	0	12	5	2	7	604	296	900
SMITH INST ..	505	130	635	183	7	190	0	0	0	688	137	825
GPO	210	85	295	40	4	44	347	12	359	597	101	698
OEO	417	200	617	0	0	0	0	0	0	417	200	617
RR RET BD ...	211	349	560	0	0	0	0	0	0	211	349	560
SEC	404	92	496	0	0	0	0	0	0	404	92	496
FPC	369	93	462	14	2	16	0	0	0	383	95	478
FHLBB	308	82	390	0	0	0	0	0	0	308	82	390
NSF	184	138	322	4	0	4	0	0	0	188	138	326
CAB	201	108	309	3	2	5	0	0	0	204	110	314
FTC	93	187	280	0	0	0	0	0	0	93	187	280
SOLDIERS HOME	124	90	214	56	10	66	0	0	0	180	100	280
EEOC	184	65	249	0	0	0	0	0	0	184	65	249
FCC	122	93	215	0	0	0	0	0	0	122	93	215
ICC	124	58	182	0	0	0	0	0	0	124	58	182
BOB	121	36	157	0	0	0	0	0	0	121	36	157
FED MED CON SVC	83	4	87	0	0	0	0	0	0	83	4	87
NLRB	54	28	82	0	0	0	0	0	0	54	28	82
DC UNEM COMP BD	36	39	75	0	0	0	0	0	0	36	39	75
OEP	39	22	61	1	0	1	0	0	0	40	22	62
DC REDV LAND AG	19	38	57	2	0	2	0	0	0	21	38	59

PARTICIPATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
COMM ON CIV RTS	10	38	48	0	0	0	0	0	0	10	38	48
MARIT COMM	23	14	37	0	0	0	0	0	0	23	14	37
NAT CAP HOUSING	20	8	28	4	0	4	0	0	0	24	8	32
ARMS CONT DISARM	12	12	24	0	0	0	7	0	7	19	12	31
TARIFF COMM	20	10	30	1	0	1	0	0	0	21	10	31
FARM CREDIT	23	6	29	0	0	0	0	0	0	23	6	29
FOUND ART HUM	11	5	16	0	0	0	0	0	0	11	5	16
NAT ART GALLERY	7	6	13	1	0	1	0	0	0	8	6	14
NAT CAP PLAN	6	0	6	0	0	0	0	0	0	6	0	6
RENEGOT BD ..	4	1	5	0	0	0	0	0	0	4	1	5
TAX CT	0	1	1	0	0	0	0	0	0	0	1	1
FCSC	1	0	1	0	0	0	0	0	0	1	0	1
TOTAL	475244	181149	656393	149787	10939	160726	203090	55960	259050	828121	248048	1076169

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	16798	29076	45874	50857	27185	78042	130945	15368	146313	37841	932	38773	507	1	508
ARMY	(7708)	(13081)	(20789)	(20435)	(11945)	(32380)	(51344)	(6696)	(58040)	(16502)	(373)	(16875)	(254)	(1)	(255)
NAVY	(6118)	(8659)	(14777)	(12928)	(6758)	(19686)	(31002)	(2603)	(33605)	(9701)	(206)	(9907)	(122)	(0)	(122)
A F	(1982)	(5114)	(7096)	(11875)	(4580)	(16455)	(22997)	(2722)	(25719)	(6706)	(175)	(6881)	(83)	(0)	(83)
DSA	(392)	(1377)	(1769)	(2485)	(2270)	(4755)	(17330)	(1507)	(18837)	(2176)	(36)	(2212)	(12)	(0)	(12)
OTHER DEFENSE	(598)	(845)	(1443)	(3134)	(1632)	(4766)	(8272)	(1840)	(10112)	(2756)	(142)	(2898)	(36)	(0)	(36)
P O	3	66	69	114	127	241	337	37	374	302	4	306	18	0	18
TREAS	2819	19347	22166	6265	9447	15712	22321	2689	25010	7983	138	8121	196	0	196
AGRIC	4382	4307	8689	15312	2550	17862	30510	662	31172	4109	86	4195	50	0	50
V A	3977	6824	10801	3651	3633	7284	5743	2284	8027	1878	228	2106	76	1	77
INTERIOR	1051	2238	3289	5652	3286	8938	16422	1399	17821	4565	81	4646	63	0	63
DHEW	933	5745	6678	3049	8475	11524	7379	3074	10453	3856	545	4401	137	7	144
TRANS	125	794	919	2577	1243	3820	12222	336	12558	5138	39	5177	108	0	108
NASA	110	619	729	867	819	1686	7445	522	7967	8468	191	8659	327	1	328
D C GOVT	762	284	1046	881	721	1602	959	495	1454	387	59	446	11	1	12
JUSTICE	1153	3974	5127	2756	519	3275	4176	215	4391	1847	30	1877	68	1	69
COMMERCE	432	4323	4755	1253	1367	2620	3402	513	3915	2386	127	2513	147	0	147
GSA	1788	858	2646	1264	944	2208	2667	308	2975	979	34	1013	31	0	31
PANAMA CANAL	547	301	848	312	812	1124	597	78	675	150	3	153	71	0	71
LABOR	113	699	812	393	850	1243	2199	579	2778	991	156	1147	19	6	25
SEL SVC	15	168	183	188	513	701	55	89	144	80	0	80	0	0	0
AID	25	86	111	100	331	431	96	126	222	201	36	237	20	0	20
HUD	112	569	681	271	694	965	766	226	992	674	65	739	23	0	23
AEC	23	177	200	476	325	801	869	105	974	1171	19	1190	127	0	127
SBA	10	110	120	79	401	480	1106	99	1205	575	18	593	11	0	11
GAO	8	50	58	380	98	478	937	113	1050	546	2	548	31	0	31

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4 MALE	GS 1-4 FEMALE	GS 1-4 TOTAL	GS 5-8 MALE	GS 5-8 FEMALE	GS 5-8 TOTAL	GS 9-12 MALE	GS 9-12 FEMALE	GS 9-12 TOTAL	GS 13-15 MALE	GS 13-15 FEMALE	GS 13-15 TOTAL	GS 16-18 MALE	GS 16-18 FEMALE	GS 16-18 TOTAL
USIA	60	563	623	50	116	166	138	84	222	191	13	204	9	0	9
CSC	5	206	211	97	127	224	395	87	482	145	11	156	10	0	10
LIB CON	17	76	93	157	263	420	175	162	337	56	26	82	3	0	3
STATE	162	105	267	201	107	308	116	53	169	106	29	135	2	0	2
SMITH INST ..	337	21	358	74	88	162	58	16	74	31	5	36	5	0	5
GPO	8	16	24	60	43	103	90	24	114	45	2	47	7	0	7
OEO	7	53	60	36	84	120	163	47	210	200	16	216	11	0	11
RR RET BD ...	8	165	173	66	142	208	102	42	144	32	0	32	3	0	3
SEC	5	32	37	5	33	38	214	16	230	162	11	173	18	0	18
FPC	17	26	43	52	43	95	117	21	138	168	3	171	15	0	15
FHLBB	3	16	19	7	57	64	151	6	157	143	3	146	4	0	4
NSF	12	30	42	22	70	92	48	29	77	90	9	99	12	0	12
CAB	3	34	37	19	53	72	56	20	76	104	1	105	19	0	19
FTC	2	125	127	4	51	55	27	8	35	53	3	56	7	0	7
SOLDIERS HOME	57	16	73	27	65	92	38	9	47	2	0	2	0	0	0
EEOC	0	4	4	6	19	25	107	34	141	65	8	73	6	0	6
FCC	1	39	40	18	47	65	61	6	67	39	1	40	3	0	3
ICC	2	16	18	24	37	61	78	5	83	13	0	13	7	0	7
BOB	0	1	1	3	19	22	29	10	39	72	5	77	17	1	18
FED MED CON SVC	0	0	0	0	2	2	8	2	10	73	0	73	2	0	2
NLRB	1	3	4	8	20	28	6	5	11	24	0	24	15	0	15
DC UNEM COMP BD	2	15	17	4	22	26	20	2	22	10	0	10	0	0	0
OEP	1	3	4	0	15	15	11	4	15	25	0	25	2	0	2

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4 MALE	GS 1-4 FEMALE	GS 1-4 TOTAL	GS 5-8 MALE	GS 5-8 FEMALE	GS 5-8 TOTAL	GS 9-12 MALE	GS 9-12 FEMALE	GS 9-12 TOTAL	GS 13-15 MALE	GS 13-15 FEMALE	GS 13-15 TOTAL	GS 16-18 MALE	GS 16-18 FEMALE	GS 16-18 TOTAL
DC REDV LAND AG	1	22	23	2	10	12	10	6	16	6	0	6	0	0	0
COMM ON CIV RTS	1	1	2	0	29	29	5	8	13	4	0	4	0	0	0
MARIT COMM.........	4	0	4	2	9	11	9	4	13	6	1	7	2	0	2
NAT CAP HOUSING	0	2	2	3	6	9	4	0	4	10	0	10	3	0	3
ARMS CONT DISARM	1	2	3	2	4	6	4	6	10	5	0	5	0	0	0
TARIFF COMM	1	3	4	0	5	5	8	2	10	11	0	11	0	0	0
FARM CREDIT	0	0	0	6	2	8	10	3	13	7	1	8	0	0	0
FOUND ART HUM	0	1	1	3	2	5	5	0	5	3	2	5	0	0	0
NAT ART GALLERY	1	5	6	4	1	5	1	0	1	1	0	1	0	0	0
NAT CAP PLAN	0	0	0	3	0	3	1	0	1	2	0	2	0	0	0
RENEGOT BD ..	0	0	0	0	0	0	4	1	5	0	0	0	0	0	0
TAX CT	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
FCSC	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
TOTAL	35905	82216	118121	97662	65931	163593	253422	30040	283462	86032	2943	88975	2223	19	2242

OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	WS SUPERVISORY MALE	WS SUPERVISORY FEMALE	WS SUPERVISORY TOTAL	WS NON-SUPERVISORY MALE	WS NON-SUPERVISORY FEMALE	WS NON-SUPERVISORY TOTAL	OTHER PAY SYSTEMS MALE	OTHER PAY SYSTEMS FEMALE	OTHER PAY SYSTEMS TOTAL
DEFENSE	74496	3182	77678	55173	4296	59469	55730	16064	71794
ARMY	(8603)	(290)	(8893)	(14117)	(1282)	(15399)	(30681)	(9291)	(39972)
NAVY	(60728)	(2622)	(63350)	(11562)	(161)	(11723)	(9694)	(508)	(10202)
A F	(4369)	(176)	(4545)	(27746)	(2727)	(30473)	(15342)	(6206)	(21548)
DSA	(637)	(90)	(727)	(1145)	(111)	(1256)	(13)	(59)	(72)
OTHER DEFENSE	(159	(4)	(163)	(603)	(15)	(618)	(0)	(0)	(0)
P O	0	0	0	0	0	0	119492	23698	143190
TREAS	539	283	822	841	189	1030	314	94	408
AGRIC	493	0	493	1347	12	1359	2837	73	2910
V A	1416	306	1722	2179	1616	3795	3451	8075	11526
INTERIOR	1529	66	1595	3330	148	3478	3110	120	3230
DHEW	204	88	292	236	413	649	1472	147	1619
TRANS	286	0	286	1028	2	1030	29	4	33
NASA	157	4	161	1973	0	1973	132	0	132
D C GOVT	60	6	66	190	2	192	8932	2704	11636
JUSTICE	654	5	659	41	11	52	385	79	464
COMMERCE	47	0	47	94	5	99	438	67	505
GSA	348	11	359	2243	269	2512	83	1	84
PANAMA CANAL	366	0	366	154	0	154	3039	42	3081
LABOR........	1	0	1	0	0	0	0	0	0
SEL SVC	0	0	0	0	0	0	713	3886	4599
AID	0	0	0	0	0	0	2482	868	3350
AEC	1	0	1	8	0	8	75	11	86
SBA	0	0	0	2	0	2	2	7	9
USIA	20	0	20	9	0	9	15	6	21
CSC	1	0	1	0	0	0	0	0	0

OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	WS SUPERVISORY MALE	WS SUPERVISORY FEMALE	WS SUPERVISORY TOTAL	WS NON-SUPERVISORY MALE	WS NON-SUPERVISORY FEMALE	WS NON-SUPERVISORY TOTAL	OTHER PAY SYSTEMS MALE	OTHER PAY SYSTEMS FEMALE	OTHER PAY SYSTEMS TOTAL
STATE	6	0	6	6	0	6	5	2	7
SMITH INST ...	53	3	56	130	4	134	0	0	0
GPO	27	2	29	13	2	15	347	12	359
FPC	3	0	3	11	2	13	0	0	0
NSF	4	0	4	0	0	0	0	0	0
CAB	3	1	4	0	1	1	0	0	0
SOLDIERS HOME	38	10	48	18	0	18	0	0	0
OEP	0	0	0	1	0	1	0	0	0
DC REDV LAND AG	0	0	0	2	0	2	0	0	0
NAT CAP HOUSING	4	0	4	0	0	0	0	0	0
ARMS CONT DISARM	0	0	0	0	0	0	7	0	7
TARIFF COMM	0	0	0	1	0	1	0	0	0
NAT ART GALLERY	0	0	0	1	0	1	0	0	0
TOTALS	80756	3967	84723	69031	6972	76003	203090	55960	259050

PARTICIPANT MAN HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	18408806	4186471	22595277	980415	331152	1311567	1503556	73740	1577296	4612640	556520	5169160	25505417	5147883	30653300
ARMY	(8082056)	(2589022)	(10671078)	(567974)	(222914)	(790888)	(430100)	(19116)	(449216)	(1917206)	(340498)	(2257704)	(10997336)	(3171550	(14168886)
NAVY	(4759352)	(298288)	(5057640)	(163168)	(38438)	(201606)	(411056)	(5920)	(416976)	(1908821)	(106942)	(2015763)	(7242397)	(449588	(7691985)
A F	(4083552)	(860296)	(4943848)	(180435)	(54576)	(235011)	(374016)	(8904)	(382920)	(620498)	(69700)	(690198)	(5258501)	(993476	(6251977)
DSA	(647578)	(130865)	(778443)	(19361)	(5742)	(25103)	(11624)	(3160)	(14784)	(67087)	(21552)	(88639)	(745650)	(161319	(906969)
OTHER DEFENSE	(836268)	(308000)	(1144268)	(49477)	(9482)	(58959)	(276760)	(36640)	(313400)	(99028)	(17828)	(116856)	(1261533)	(371950	(1633483)
P O	2216235	459857	2676092	51705	6768	58473	5720	0	5720	65538	3912	69450	2339198	470537	2809735
TREA	1906934	896554	2803488	58442	16979	75421	9880	0	9880	86946	23839	110785	2062202	937372	2999574
AGRIC	1745758	129322	1875080	138055	34256	172311	155644	1560	157204	323933	51453	375386	2363390	216591	2579981
V A	505223	622892	1128115	68025	24323	92348	10800	0	10800	178843	99055	277898	762891	746270	1509161
INTERIOR	466392	52815	519207	151862	37257	189119	97034	6824	103858	282987	61861	344848	998275	158757	1157032
DHEW	649813	898726	1548539	105000	44161	149161	193028	19291	212319	260989	113603	374592	1208830	1075781	2284611
TRANS	1340623	53180	1393803	105673	12612	118285	52274	0	52274	144323	13445	157768	1642893	79237	1722130
NASA	49570	15883	65453	43513	8910	52423	169280	0	169280	495019	36780	531799	757382	61573	818955
D C GOVT	861952	329495	1191447	51366	6110	21476	8452	26472	34924	121497	44835	166332	1007267	406912	1414179
JUSTICE	1091140	340918	1432058	27895	4714	32609	1570	0	1570	63526	8264	71790	1184131	353896	1538027
COMMERCE	113967	100997	214964	63632	17277	80909	99426	0	99426	151509	35422	186931	428534	153696	582230
GSA	195180	42802	237982	70838	18812	89650	1400	0	1400	44749	10455	55204	312167	72069	384236
PANAMA CANAL	189244	34904	224148	29382	1832	31214	1320	0	1320	17696	2778	20474	237642	39514	277156
LABOR	53353	23122	76457	20147	11456	31603	4045	1440	5485	33525	21927	55452	111070	57945	169015
SEL SVC	12168	51222	63390	2127	3248	5375	0	0	0	160	1200	1360	14455	55670	70125
AID	239080	17240	256320	119093	81784	200877	8320	3640	11960	30586	13547	44133	397079	116211	513290
HUD	257085	135049	392134	10304	4958	15262	10800	0	10800	13946	3931	17877	292135	143938	436073
AEC	26037	7330	33367	29127	4470	33597	19353	1555	20908	55739	5627	61366	130256	18982	149238
SBA	27539	7510	35049	6586	2442	9028	0	0	0	7801	1850	9651	41926	11802	53728
GAO	99445	12939	112384	23372	933	24305	5760	0	5760	36903	1317	38220	165480	15189	180669

PARTICIPANT MAN HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
USIA	9788	12105	21893	3109	4756	7865	0	0	0	5036	1892	6928	17933	18753	36686
CSC	3596	6054	9650	13960	6086	20046	1817	0	1817	3124	855	3979	22497	12995	35492
LIB CON	12464	24286	36750	1783	2282	4065	0	0	0	5593	4468	10061	19840	31036	50876
STATE	12262	6220	18482	3758	2348	6106	2260	0	2260	2635	1367	4002	20915	9935	30850
SMITH INST ..	10817	1492	12309	1960	1680	3640	1560	0	1560	1680	496	2176	16017	3668	19685
GPO	8967	728	9695	3652	672	4334	0	0	0	3086	840	3926	15705	2240	17945
OEO	622	244	866	5282	2674	7956	5760	0	5760	7201	3735	10936	18865	6653	25518
RR RET BD ...	44113	59619	103732	1288	608	1896	0	0	0	636	973	1609	46037	61200	107237
SEC	8151	891	9042	784	776	1560	0	0	0	600	584	1184	9535	2251	11786
FPC	406	1056	1462	5260	544	5804	0	1216	1216	5128	440	5568	10794	3256	14050
FHLBB	3334	784	4118	4100	840	4940	0	0	0	2870	175	3045	10304	1799	12103
NSF	941	1934	2875	3541	685	4226	0	0	0	1479	848	2327	5961	3467	9428
CAB	564	750	1314	1827	412	2239	1520	0	1520	1527	364	1891	5438	1526	6964
FTC	234	4622	4856	1288	1721	3009	0	0	0	1224	198	1422	2746	6541	9287
SOLDIERS HOME	1587	495	2082	288	456	744	0	0	0	410	468	878	2285	1419	3704
EEOC	6520	1680	8200	674	698	1372	0	0	0	0	56	56	7194	2434	9628
FCC	1530	895	2425	1625	535	2160	0	0	0	980	1860	2840	4135	3290	7425
ICC	2710	1730	4440	1049	476	1525	0	0	0	274	460	734	4033	2666	6699
BOB	912	144	1056	1678	666	2344	3440	1360	4800	1104	557	1661	7134	2727	9861
FED MED CON SVC	2720	80	2800	108	64	172	0	0	0	464	32	496	3292	176	3468
NLRB	13808	1512	15320	1338	624	1962	850	0	850	428	70	498	16424	2206	18630
DC UNEM COM BD	930	640	1570	0	0	0	0	0	0	530	540	1070	1460	1180	2640

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
OEP	0	0	0	532	398	930	0	0	0	651	60	711	1183	458	1641
D C REDV LAND AG	32	512	544	216	376	592	0	0	0	527	112	639	775	1000	1775
COMM ON CIV RTS	0	320	320	1792	4256	6048	0	0	0	640	0	640	2432	4576	7008
MARIT COMM ..	0	0	0	520	104	624	0	0	0	444	276	720	964	380	1344
NAT CAP HOUSING	0	0	0	392	264	656	0	0	0	207	0	207	599	264	863
ARMS CONT DISARM	0	0	0	634	228	862	0	0	0	310	72	382	944	300	1244
TARIFF COMM .	0	0	0	104	80	184	0	0	0	1145	225	1370	1249	305	1554
FARM CREDIT .	0	0	0	104	52	156	0	0	0	781	108	889	885	160	1045
FOUND ART HUM	0	0	0	206	64	270	0	0	0	232	39	271	438	103	541
NAT ART GALLERY	0	0	0	216	184	400	0	0	0	16	56	72	232	240	472
RENEGOT BD ..	0	0	0	56	40	96	0	0	0	339	0	339	395	40	435
TAX CT	0	0	0	0	0	00	0	0	0	0	40	40	0	40	40
FCSC	0	0	0	24	0	24	0	0	0	00	0	0	24	0	24
TOTALS	30602552	8548021	39150573	2183707	710103	2893810	2374869	137098	2511967	7080156	1133887	8214043	42241284	10529109	52770393

AVERAGE PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTAL		
	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI PANTS	MAN-HOURS	AVERAGE
DEFENSE	406830	22595277	56	24417	1311567	54	1246	1577296	1266	85958	5169160	60	518451	30653300	59
ARMY	(150833)	(10671078)	(71)	(10745)	(790888)	(74)	(319)	(449216)	(1408)	(30706)	(2257704)	(74)	(192603)	(14168886)	(74)
NAVY	(119099)	(5057640)	(42)	(8561)	(201606)	(24)	(318)	(416976)	(1311)	(35394)	(2015763)	(57)	(163372)	(7691985)	(47)
A F	(94950)	(4943848)	(52)	(3156)	(235011)	(74)	(305)	(382920)	(1255)	(14389)	(690198)	(48)	(112800)	(6251977)	(55)
DSA	(25931)	(778443)	(30)	(772)	(25103)	(33)	(9)	(14784)	(1643)	(2928)	(88639)	(30)	(29640)	(906969)	(31)
OTHER DEFENSE	(16017)	(1144268)	(73)	(1183)	(58959)	(50)	(295)	(313400)	(1062)	(2541)	(116856)	(46)	(20036)	(1633483)	(82)
P O	139974	2676092	19	1652	58473	35	3	5720	1907	2569	69450	27	144198	2809735	19
TREAS	67499	2803488	42	2553	75421	30	8	9880	1235	3405	110785	33	73465	2999574	41
AGRIC	52380	1875080	36	5683	172311	30	122	157204	1289	8545	375386	44	66730	2579981	39
V A	34114	1128115	33	3160	92348	29	9	10800	1200	8055	277898	35	45338	1509161	33
INTERIOR	27611	519207	19	8032	189119	24	70	103858	1484	7347	344848	47	43060	1157032	27
DHEW	22967	1548539	67	4480	149161	33	88	212319	2413	8225	374592	46	35760	2284611	64
TRANS	18380	1393803	76	2526	118285	47	36	52274	1452	2989	157768	53	23931	1722130	72
NASA	2613	65453	25	1696	52423	31	118	169280	1435	17208	531799	31	21635	818955	38
D C GOVT	11771	1191447	101	645	21476	33	24	34924	1455	4014	166332	41	16454	1414179	86
JUSTICE	12680	1432058	113	1101	32609	30	2	1570	785	2131	71790	34	15914	1538027	97
COMMERCE	7727	214964	28	2162	80909	37	80	99426	1243	4632	186931	40	14601	582230	40
GSA	7764	237982	31	2598	89650	35	1	1400	1400	1465	55204	38	11828	384236	32
PANAMA CANAL .	5569	224148	40	591	31214	53	1	1320	1320	311	20474	66	6472	277156	43
LABOR	3497	76475	22	1013	31603	31	4	5485	1371	1492	55452	37	6006	169015	28
SEL SVC	5430	63390	12	265	5375	20	0	0	0	12	1360	113	5707	70125	12
AID	915	256320	280	2585	200877	78	6	11960	1993	865	44133	51	4371	513290	117
HUD	2155	392134	182	741	15262	21	6	10800	1800	498	17877	36	3400	436073	128
AEC	882	33367	38	763	33597	44	12	20908	1742	1730	61366	35	3387	149238	44
SBA	1708	35049	21	364	9028	25	0	0	0	348	9651	28	2420	53728	22
GAO	1187	112384	95	413	24305	59	4	5760	1440	561	38220	68	2165	180669	83

AVERAGE PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTAL		
AGENCY	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE
USIA	888	21893	25	234	7865	34	0	0	0	152	6928	46	1274	36686	29
CSC	201	9650	48	746	20046	27	1	1817	1817	136	3979	29	1084	35492	33
LIB CON	510	36750	72	137	4065	30	0	0	0	288	10061	35	935	50876	54
STATE	601	18482	31	173	6106	35	2	2260	1130	124	4002	32	900	30850	34
SMITH INST....	680	12309	18	91	3640	40	1	1560	1560	53	2176	41	825	19685	24
GPO	402	9695	24	117	4324	37	0	0	0	179	3926	22	698	17945	26
OEO	92	866	9	246	7956	32	4	5760	1440	275	10936	40	617	25518	41
RR RET BD ...	357	103732	291	77	1896	25	0	0	0	126	1609	13	560	107237	191
SEC	368	9042	25	54	1560	29	0	0	0	74	1184	16	496	11786	24
FPC	189	1462	8	126	5804	46	1	1216	1216	162	5568	34	478	14050	29
FHLBB	142	4118	29	173	4940	29	0	0	0	75	3045	41	390	12103	31
NSF	151	2875	19	94	4226	45	0	0	0	81	2327	29	326	9428	29
CAB	140	1314	9	72	2239	31	1	1520	1520	101	1891	19	314	6964	22
FTC	141	4856	34	92	3009	33	0	0	0	47	1422	30	280	9287	33
SOLDIERS HOME	130	2082	16	38	744	20	0	0	0	112	878	8	280	3704	13
EEOC	205	8200	40	43	1372	32	0	0	0	1	56	56	249	9628	39
FCC	96	2425	25	63	2160	34	0	0	0	56	2840	51	215	7425	35
ICC	125	4440	36	38	1525	40	0	0	0	19	734	39	182	6699	37
BOB	44	1056	24	60	2344	39	3	4800	1600	50	1661	33	157	9861	63
FED MED CON SVC	63	2800	44	7	172	25	0	0	0	17	496	29	87	3468	40
NLRB	4	15320	3830	59	1962	33	2	850	425	17	498	29	82	18630	227
DC UNEM COMP BD	51	1570	31	0	0	0	0	0	0	24	1070	45	75	2640	35
OEP	0	0	0	35	930	27	0	0	0	27	711	26	62	1641	26

AVERAGE PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTAL		
	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE	PARTICI-PANTS	MAN-HOURS	AVERAGE
DC REDV LAND AG	19	544	29	25	592	24	0	0	0	15	639	43	59	1775	30
COMM ON CIV RTS	20	320	16	26	6048	233	0	0	0	2	640	320	48	7008	146
MARIT COMM	0	0	0	15	624	42	0	0	0	22	720	33	37	1344	36
NAT CAP HOUSING	0	0	0	23	656	29	0	0	0	9	207	23	32	863	27
ARMS CONT DISARM	0	0	0	23	862	37	0	0	0	8	382	48	31	1244	40
TARIFF COMM	0	0	0	8	184	23	0	0	0	23	1370	60	31	1554	50
FARM CREDIT	0	0	0	6	156	26	0	0	0	23	889	39	29	1045	36
FOUND ART HUM	0	0	0	11	270	25	0	0	0	5	271	54	16	541	34
NAT ART GALLERY	0	0	0	11	400	36	0	0	0	3	72	24	14	472	34
NAT CAP PLANN	0	0	0	0	0	0	0	0	0	6	0	0	6	0	0
RENEGOT BD ..	0	0	0	2	96	48	0	0	0	3	339	113	5	435	87
TAX CT	0	0	0	0	0	0	0	0	0	1	40	40	1	40	40
FCSC	0	0	0	1	24	24	0	0	0	0	0	0	1	24	24
TOTALS ..	839272	39150573		70366	2893810		1855	2511967		164676	8214043		1076169	52770393	

PARTICIPANT MAN HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	15204132	3880078	19084210	7209246	353470	7562716	3092039	914335	4006374	25505417	5147883	30653300
ARMY	(7271669)	(2374364)	(9646033)	(1672355)	(114293)	(1786648)	(2053312)	(682893)	(2736205)	(10997336)	(3171550)	(14168886)
NAVY	(3340142)	(389253)	(3729395)	(3440667)	(50943)	(3491610)	(461588)	(9392)	(470980)	(7242397)	(449588)	(7691985)
A F	(2666609)	(588298)	(3254907)	(2015152)	(183836)	(2198988)	(576740)	(221342)	(798082)	(5258501)	(993476)	(6251977)
DSA	(707235)	(156955)	(864190)	(38016)	(3656)	(41672)	(399)	(708)	(1107)	(745650)	(161319)	(906969)
OTHER DEFENSE	(1218477)	(371208)	(1589685)	(43056)	(742)	(43798)	(0)	(0)	(0)	(1261533)	(371950)	(1633483)
P O	29464	6663	36127	0	0	0	2309734	463874	2773608	2339198	470537	2809735
TREAS	2021132	931433	2952565	25014	5093	30107	16056	846	16902	2062202	937372	2999574
AGRIC	2052168	176421	2228589	29970	436	30406	281252	39734	320986	2363390	216591	2579981
V A	509672	557279	1066951	51196	25087	76283	202023	163904	365927	762891	746270	1509161
INTERIOR	842945	157118	1000063	105335	1090	106425	49995	549	50544	998275	158757	1157032
DHEW	1041309	1064941	2106250	23145	9079	32224	144376	1761	146137	1208830	1075781	2284611
TRANS	1551059	79065	1630124	89662	72	89734	2172	100	2272	1642893	79237	1722130
NASA	672830	61413	734243	83077	160	83237	1475	0	1475	757382	61573	818955
D C GOVT	148000	80135	228135	151852	235	152087	707415	326542	1033957	1007267	406912	1414179
JUSTICE	1153590	352854	1506444	19021	676	19697	11520	366	11886	1184131	353896	1538027
COMMERCE	386312	152571	538883	5127	120	5247	37095	1005	38100	428534	153696	582230
GSA	202672	61140	263812	107151	10889	118040	2344	40	2384	312167	72069	384236
PANAMA CANAL	57090	30314	87404	15904	0	15904	164648	9200	173848	237642	39514	277156
LABOR	111062	57945	169007	8	0	8	0	0	0	111070	57945	169015
SEL SVC	5152	8932	14084	0	0	0	9303	46738	56041	14455	55670	70125
AID	27028	27924	54952	0	0	0	370051	88287	458338	397079	116211	513290
HUD	292135	143938	436073	0	0	0	0	0	0	292135	143938	436073
AEC	104165	18546	122711	104	0	104	25987	436	26423	130256	18982	149238
SBA	41846	11746	53592	64	0	64	16	56	72	41926	11802	53728
GAO	165480	15189	180669	0	0	0	0	0	0	165480	15189	180669
USIA	15685	18413	34098	1312	0	1312	936	340	1276	17933	18753	36686

PARTICIPANT MAN HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE MALE	GENERAL SCHEDULE FEMALE	GENERAL SCHEDULE TOTAL	WAGE SYSTEMS MALE	WAGE SYSTEMS FEMALE	WAGE SYSTEMS TOTAL	OTHER PAY SYSTEMS MALE	OTHER PAY SYSTEMS FEMALE	OTHER PAY SYSTEMS TOTAL	ALL PAY SYSTEMS MALE	ALL PAY SYSTEMS FEMALE	ALL PAY SYSTEMS TOTAL
CSC	22457	12995	35452	40	0	40	0	0	0	22497	12995	35492
LIB CON	19840	31036	50876	0	0	0	0	0	0	19840	31036	50876
STATE	20539	9935	30474	358	0	358	18	0	18	20915	9935	30850
SMITH INST ..	12357	3528	15885	3660	140	3800	0	0	0	16017	3668	19685
GPO	6056	1821	7877	806	87	893	8843	332	9175	15705	2240	17945
OEO	18865	6653	25518	0	0	0	0	0	0	18865	6653	25518
RR RET BD ...	46037	61200	107237	0	0	0	0	0	0	46037	61200	107237
SEC	9535	2251	11786	0	0	0	0	0	0	9535	2251	11786
FPC	10246	3203	13449	548	53	601	0	0	0	10794	3256	14050
FHLBB	10304	1799	12103	0	0	0	0	0	0	10304	1799	12103
NSF	5807	3467	9274	154	0	154	0	0	0	5961	3467	9428
CAB	5438	1526	6964	0	0	0	0	0	0	5438	1526	6964
FTC	2746	6541	9287	0	0	0	0	0	0	2746	6541	9287
SOLDIERS HOME	1748	1365	3113	537	54	591	0	0	0	2285	1419	3704
EEOC	7194	2434	9628	0	0	0	0	0	0	7194	2434	9628
FCC	4135	3290	7425	0	0	0	0	0	0	4135	3290	7425
ICC	4033	2666	6699	0	0	0	0	0	0	4033	2666	6699
BOB	7134	2727	9861	0	0	0	0	0	0	7134	2727	9861
FED MED CON SVC	3292	176	3468	0	0	0	0	0	0	3292	176	3468
NLRB	16424	2206	18630	0	0	0	0	0	0	16424	2206	18630
DC UNEM COMP BD	1460	1180	2640	0	0	0	0	0	0	1460	1180	2640
OEP	1123	458	1581	60	0	60	0	0	0	1183	458	1641
DC REDV LAND AG	775	1000	1775	0	0	0	0	0	0	775	1000	1775

PARTICIPANT MAN HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE MALE	GENERAL SCHEDULE FEMALE	GENERAL SCHEDULE TOTAL	WAGE SYSTEMS MALE	WAGE SYSTEMS FEMALE	WAGE SYSTEMS TOTAL	OTHER PAY SYSTEMS MALE	OTHER PAY SYSTEMS FEMALE	OTHER PAY SYSTEMS TOTAL	ALL PAY SYSTEMS MALE	ALL PAY SYSTEMS FEMALE	ALL PAY SYSTEMS TOTAL
COMM ON CIV RTS	2432	4576	7008	0	0	0	0	0	0	2432	4576	7008
MARIT COMM	964	380	1344	0	0	0	0	0	0	964	380	1344
NAT CAP HOUSING	503	264	767	96	0	96	0	0	0	599	264	863
ARMS CONT DISARM	450	300	750	0	0	0	494	0	494	944	300	1244
TARIFF COMM	1225	305	1530	24	0	24	0	0	0	1249	305	1554
FARM CREDIT	885	160	1045	0	0	0	0	0	0	885	160	1045
FOUND ART HUM	438	103	541	0	0	0	0	0	0	438	103	541
NAT ART GALLERY	216	240	456	16	0	16	0	0	0	232	240	472
RENEGOT BD ..	395	40	435	0	0	0	0	0	0	395	40	435
TAX CT	0	40	40	0	0	0	0	0	0	0	40	40
FCSC	24	0	24	0	0	0	0	0	0	24	0	24
TOTALS	26880005	8063923	34943928	7923487	406741	8330228	7437792	2058445	9496237	42241284	10529109	52770393

GENERAL SCHEDULE PARTICIPANT MAN HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	950544	1356278	2306822	3312246	1539032	4851278	8226343	928461	9154804	2675428	56233	2731661	39571	74	39645
ARMY	(566614)	(960526)	(1527140)	(1502568)	(886666)	(2389234)	(3925625)	(498244)	(4423869)	(1258174)	(28854)	(1287028)	(18688)	(74)	(18762)
NAVY	(298205)	(172372)	(470577)	(669013)	(150330)	(819343)	(1758078)	(60502)	(1818580)	(605335)	(6049)	(611384)	((9511)	(0)	(9511)
A F	(58343)	(150342)	(208685)	(775810)	(283163)	(1058973)	(1297691)	(145212)	(1442903)	(526097)	(9581)	(535678)	(8668)	(0)	(8668)
DSA	(11935)	(28648)	(40583)	(101877)	(68342)	(170219)	(509031)	(56802)	(565833)	(83338)	(3163)	(86501)	(1054)	(0)	(1054)
OTHER DEFENSE	(15447)	(44390)	(59837)	(262978)	(150531)	(413509)	(735918)	(167701)	(903619)	(202484)	(8586)	(211070)	(1650)	(0)	(1650)
P O	68	1302	1370	3578	4390	7968	11304	931	12235	13060	40	13100	1454	0	1454
TREAS	97737	499157	596894	634946	315491	950437	1032620	113001	1145621	248757	3784	252541	7072	0	7072
AGRIC	96583	76566	173149	552617	70887	623504	1202221	23948	1226169	197537	5020	202557	3210	0	3210
V A	203032	407527	610559	94857	92583	187440	151502	52673	204175	57507	4176	61683	2774	320	3094
INTERIOR	44505	33413	77918	168899	65614	234513	508966	56040	565006	117487	2051	119538	3088	0	3088
DHEW	33849	172434	206283	388945	704184	1093129	442283	171707	613990	167907	15746	183653	8325	870	9195
TRANS	3635	27574	31209	284976	37153	322129	924449	13144	937593	332784	1194	333978	5215	0	5215
NASA	3348	16550	19898	30921	23597	54518	302575	16772	319347	331821	4494	336315	4165	0	4165
D C GOVT	61545	9986	71531	37860	35367	73227	36278	30235	66513	11481	4507	15988	836	40	876
JUSTICE	131120	329909	461029	296105	16418	312523	613024	5735	618759	109862	752	110614	3479	40	3519
COMMERCE	11842	87470	99312	62198	43518	105716	196809	18149	214958	107353	3434	110787	8110	0	8110
GSA	50019	22721	72740	35851	27696	63547	85418	9829	95247	30198	894	31092	1186	0	1186
PANAMA CANAL ..	14448	10866	25314	12157	16442	28599	20408	2756	23164	7183	250	7433	2894	0	2894
LABOR	1880	14964	16844	14846	21185	36031	51418	16019	67437	41259	5673	46932	1659	104	1763
SEL SVC	220	2292	2512	2456	5496	7952	1272	1144	2416	1204	0	1204	0	0	0
AID	187	2259	2446	5930	16652	22582	5219	7591	12810	15220	1422	16642	472	0	472
HUD	74059	55381	129440	163225	80564	243789	29732	5261	34993	24008	2732	26740	1111	0	1111
AEC	689	5535	6224	8141	7408	15549	36446	4938	41384	48437	665	49102	10452	0	10452
SBA	152	2218	2370	1909	7188	9097	25012	2015	27027	13991	325	14316	782	0	782
GAO	163	999	1162	45895	6952	52847	72744	7214	79958	44147	24	44171	2531	0	2531

GENERAL SCHEDULE PARTICIPANT MAN HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
USIA	1268	10582	11850	1660	4311	5971	4500	3032	7532	7957	488	8445	300	0	300
CSC	266	4461	4727	4157	5285	9442	10450	2998	13448	6032	251	6283	1552	0	1552
LIB CON	398	1976	2374	10115	22577	32692	6782	5876	12658	2367	607	2974	178	0	178
STATE	3222	2862	6084	6428	4210	10638	3340	1657	5007	7117	1196	8313	432	0	432
SMITH INST...	6360	448	6808	1465	2404	3869	3116	588	3704	1272	88	1360	144	0	144
GPO	146	341	487	1554	772	2326	2710	656	3366	1178	52	1230	468	0	468
OEO	242	1684	1926	949	2837	3786	6509	1681	8190	10606	451	11057	559	0	559
RR RET BD ...	1063	1830	2893	34378	55291	89669	8865	4079	12944	1387	0	1387	344	0	344
SEC	115	712	827	72	826	898	5260	485	5745	3604	228	3832	484	0	484
FPC	353	777	1130	1380	832	2212	4693	325	5018	3612	1269	4881	208	0	208
FHLBB	40	386	426	198	1285	1483	5782	104	5886	4180	24	4204	104	0	104
NSF	334	757	1091	608	1423	2031	1299	928	2227	2572	359	2931	994	0	994
CAB	0	384	384	277	658	935	1082	460	1542	3287	24	3311	792	0	792
FTC	73	4693	4766	249	1500	1749	868	268	1136	1335	80	1415	221	0	221
SOLDIERS HOME	345	162	507	856	900	1756	538	303	841	9	0	9	0	0	0
EEOC	0	128	128	234	688	922	4232	1338	5570	2504	280	2784	224	0	224
FCC	55	1535	1590	545	1530	2075	1590	210	1800	1535	15	1550	410	0	410
ICC	50	660	710	431	1880	2311	2586	126	2712	478	0	478	488	0	488
BOB	0	28	28	0	847	847	902	1602	2504	5776	170	5946	456	80	536
FED MED CON SVC	0	0	0	0	64	64	744	112	856	2516	0	2516	32	0	32
NLRB	30	62	92	244	452	696	464	988	1452	15318	704	16022	368	0	368
DC UNEM COM BD.......	55	255	310	180	845	1025	810	80	890	415	0	415	0	0	0

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4 MALE	GS 1-4 FEMALE	GS 1-4 TOTAL	GS 5-8 MALE	GS 5-8 FEMALE	GS 5-8 TOTAL	GS 9-12 MALE	GS 9-12 FEMALE	GS 9-12 TOTAL	GS 13-15 MALE	GS 13-15 FEMALE	GS 13-15 TOTAL	GS-16-18 MALE	GS-16-18 FEMALE	GS-16-18 TOTAL
OEP	0	48	48	0	286	286	400	124	524	683	0	683	40	0	40
DC REDV LAND AG	32	574	606	60	244	304	290	182	472	393	0	393	0	0	0
COMM ON CIV RTS	320	192	512	0	2576	2576	1152	1808	2960	960	0	960	0	0	0
MARIT COMM	188	0	188	96	236	332	276	120	396	344	24	368	60	0	60
NAT CAP HOUSING	0	64	64	103	200	303	88	0	88	240	0	240	72	0	72
ARMS CONT DISARM	16	16	32	36	136	172	114	148	262	284	0	284	0	0	0
TARIFF COMM	0	72	72	484	185	669	330	48	378	411	0	411	0	0	0
FARM CREDIT	0	0	0	173	80	253	392	60	452	320	20	340	0	0	0
FOUND ART HUM	0	23	23	80	44	124	122	0	122	236	36	272	0	0	0
NAT ART GALLERY	40	200	240	132	40	172	28	0	28	16	0	16	0	0	0
RENEGOT BD ...	0	0	0	395	40	435	0	0	0	0	0	0	0	0	0
TAX CT	0	0	0	0	0	0	0	40	40	0	0	0	0	0	0
FCSC	0	0	0	0	0	0	0	0	0	24	0	24	0	0	0
TOTALS	1794636	3171313	4965949	6226097	3253301	9479398	14056357	1517999	15574356	4685599	119782	4805381	117316	1528	118844

OTHER PAY SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	WS SUPERVISORY			WS NON-SUPERVISORY			OTHER PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DEFENSE	1674828	33707	1708535	5534418	319763	5854181	3092039	914335	4006374
ARMY	(632499)	(21381)	(653880)	(1039856)	(92912)	(1132768)	(2053312)	(682893)	(2736205)
NAVY	(854521)	(3948)	(858469)	(2586146)	(46995)	(2633141)	(461588)	(9392)	(470980)
A F	(167105)	(6728)	(173833)	(1848047)	(177108)	(2025155)	(576740)	(221342)	(798082)
DSA	(14861)	(1235)	(16096)	(23155)	(2421)	(25576)	(399)	(708)	(1107)
OTHER DEFENSE	(5842)	(415)	(6257)	(37214)	(327)	(37541)	(0)	(0)	(0)
P O	0	0	0	0	0	0	2309734	463874	2773608
TREAS	2730	1258	3988	22284	3835	26119	16056	846	16902
AGRIC	8226	0	8226	21744	436	22180	281252	39734	320986
V A	20845	3399	24244	30351	21688	52039	202023	163904	365927
INTERIOR	25409	359	25768	79926	731	80657	49995	549	50544
DHEW	11948	1726	13674	11197	7353	18550	144376	1761	146137
TRANS	14688	0	14688	74974	72	75046	2172	100	2272
NASA	8881	0	8881	74196	160	74356	1475	0	1475
D C GOVT	29948	235	30183	121904	0	121904	707415	326542	1033957
JUSTICE	16959	86	17045	2062	590	2652	11520	366	11886
COMMERCE	1349	0	1349	3778	120	3898	37095	1005	38100
GSA	14574	432	15006	92577	10457	103034	2344	40	2384
PANAMA CANAL ..	8664	0	8664	7240	0	7240	164648	9200	173848
LABOR	8	0	8	0	0	0	0	0	0
SEL SVC	0	0	0	0	0	0	9303	46738	56041
AID	0	0	0	0	0	0	370051	88287	458338
AEC	12	0	12	92	0	92	25987	436	26423
SBA	0	0	0	64	0	64	16	56	72
USIA	968	0	968	344	0	344	936	340	1276
CSC	40	0	40	0	0	0	0	0	0

3

OTHER PAY SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	WS SUPERVISORY MALE	WS SUPERVISORY FEMALE	WS SUPERVISORY TOTAL	WS NON-SUPERVISORY MALE	WS NON-SUPERVISORY FEMALE	WS NON-SUPERVISORY TOTAL	OTHER PAY SYSTEMS MALE	OTHER PAY SYSTEMS FEMALE	OTHER PAY SYSTEMS TOTAL
STATE	282	0	282	76	0	76	18	0	18
SMITH INST ...	1060	60	1120	2600	80	2680	0	0	0
GPO	520	36	556	286	51	337	8843	332	9175
FPC	53	0	53	495	53	548	0	0	0
NSF	154	0	154	0	0	0	0	0	0
SOLDIERS HOME	447	18	465	90	36	126	0	0	0
OEP	0	0	0	60	0	60	0	0	0
NAT CAP HOUSING	96	0	96	0	0	0	0	0	0
ARMS CONT DISARM	0	0	0	0	0	0	494	0	494
TARIFF COMM	0	0	0	24	0	24	0	0	0
NAT ART GALLERY	0	0	0	16	0	16	0	0	0
TOTALS	1842689	41316	1884005	6080798	365425	6446223	7437792	2058445	9496237

TRAINING EXPENDITURES COMPARED TO AGENCY POPULATION AND PARTICIPATION*

AGENCY	EXPENDITURES					AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL				
TOTAL	$68116282	$ 3927530	$1604976	$9787595	$83436383	1381706	$ 60	471026	$ 177
P O	10733242	136093	16651	200061	11086047	641376	17	144198	77
AGRIC	5331715	609615	244847	1221268	7407445	88761	83	66730	111
V A	7066247	238754	31732	642586	7979319	148419	54	45338	176
INTERIOR	3296420	656407	184221	882777	5019825	66005	76	43060	117
DHEW	7679813	485175	573371	1188978	9927337	105440	94	35760	278
TRANS	24366232	398993	141900	1841867	26748992	58452	458	23931	1118
NASA	851648	247723	181873	2042452	3323696	32620	102	21635	154
DC GOVT	1727900	56864	0	299420	2084184	42000	50	16454	127
JUSTICE	2562624	178706	7705	148670	2897705	35116	83	15914	182
COMMERCE	1035891	240499	145947	538775	1961112	27523	71	14601	134
GSA	839342	204828	5706	116393	1166269	37503	31	11828	99
PANAMA CANAL..	185582	31241	3926	66425	287174	15792	18	6472	44
LABOR	274164	128200	17435	176051	595850	9771	61	6006	99
SEL SVC	480413	15075	0	912	496400	6730	74	5707	87
AEC	93614	123781	26080	227505	470980	7252	65	3387	139
SM BUS	265639	36431	0	37925	339995	4256	80	2420	140
USIA	512544	22296	0	19464	554304	11298	49	1274	435
LIB CON	57350	7139	0	22345	86834	3918	22	935	93
STATE	86825	16350	7570	10734	121479	15329	8	900	135
SMITH INST ...	28727	6699	2836	11919	50181	2326	22	825	61
GPO	208682	10006	0	8608	227296	7354	31	698	326
OEO	60160	21866	8800	48895	139721	3083	45	617	226

TRAINING EXPENDITURES COMPARED TO AGENCY POPULATION AND PARTICIPATION *

AGENCY	EXPENDITURES					AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL				
SEC	31902	3321	0	6816	42039	1309	32	496	85
FHLBB	54879	14149	0	3692	72720	1246	58	390	186
FTC	22367	9849	0	5272	37488	1167	32	280	134
SOLDIERS HOME	20425	850	0	1100	22375	1019	22	280	80
EEOC	41390	1588	0	126	43104	458	94	249	173
FCC	23093	9414	0	4196	36703	1445	25	215	171
ICC	27811	6196	0	1570	35577	1805	20	182	195
FED MED CON SVC	50080	505	0	1771	52356	443	118	87	602
NLRB	85186	8917	4376	4213	102692	2297	45	82	1252
DC UNEM COMP BD	14375	0	0	4809	19184	193	99	75	256

* Excludes: (1) agencies that did not report internal expenditures and, (2) agencies that reported training staff salaries as their only internal expenditure. Excluded agencies, including DOD, account for about 50% of total Federal employment. A table depicting those agencies who reported only External Expenditures follows on pages 125-126.

EXTERNAL TRAINING EXPENDITURES COMPARED TO AGENCY POPULATION AND PARTICIPATION*

AGENCY	EXPENDITURES				AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
	INTERAGENCY	LONG -TERM	SHORT-TERM	TOTAL				
TOTALS	$4063151	$2205627	$14093239	$20362017	1420567	$ 14	605143	$ 34
DEFENSE	2859710	2052267	12320831	17232808	1276775	13	518451	33
ARMY	(1156666)	(843608)	(4508139)	(6508413)	(463643)	(14)	(192603)	(34)
NAVY	(840730)	(542786)	(4779744)	(6163260)	(415966)	(15)	(163372)	(38)
A F	(550730)	(399625)	(2399697)	(3350052)	(311688)	(11)	(112800)	(30)
DSA	(71907)	(57919)	(156190)	(286016)	(56882)	(5)	(29640)	(10)
OTHER DEFENSE ..	(239677)	(208329)	(477061)	(925067)	(28596)	(32)	(20036)	(46)
TREAS	332900	70550	527604	931054	83561	11	73465	13
AID	573353	8420	984608	1566381	28444	55	4371	358
HUD	88294	34165	75212	197671	14699	13	3400	58
GAO	54651	24155	104111	182917	4276	43	2165	84
CSC	69771	4601	14678	89050	4950	18	1084	82
RR RET BD ..	8262	0	2405	10667	1759	6	560	19
FPC	13210	2952	18977	35139	1071	33	478	74
NSF	16587	0	9812	26399	926	29	326	81
CAB	10451	0	4259	14710	643	23	314	47
BOB	12951	8517	10663	32131	520	62	157	205
OEP	2672	0	3536	6208	365	17	62	100
DC REDV LAND AG	1412	0	3557	4969	395	13	59	84
COMM ON CIV RTS	2044	0	322	2366	142	17	48	49
MARIT COMM	4816	0	3198	8014	243	33	37	217
NAT CAP HOUSING	1671	0	890	2561	647	4	32	80
ARMS CONT DISARM	6000	0	1318	7318	167	44	31	236

EXTERNAL TRAINING EXPENDITURES COMPARED TO AGENCY POPULATION AND PARTICIPATION *

AGENCY	EXPENDITURES				AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL				
TARIFF COMM	1279	0	2079	3358	256	13	31	108
FARM CREDIT	555	0	3340	3895	210	19	29	134
FOUND ART HUM	354	0	633	987	80	12	16	62
NAT ART GALLERY	1990	0	96	2086	**	**	14	149
NAT CAP PLAN	0	0	0	0	75	0	6	0
RENEGOT BD .	143	0	1000	1143	175	7	5	229
TAX CT	0	0	110	110	150	1	1	110
FCSC	75	0	0	75	38	2	1	75

* Excludes agencies that reported all internal expenditures (See tables pages 123-124)

** Agency population included in Smithsonian Institution (See Table 11)

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CURRENT DEVELOPMENTS IN TRAINING (Page 1)

TRAINING ACTIVITY REVIEW (Page 16)

Summary of Major Findings (Page 18)

Training Data and Analysis (Page 20)

Special Interest Areas (Page 56)

Contribution of Training (Page 80)

STATISTICAL REVIEW OF TRAINING (Page 90)

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